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# UAL, Inc. Annual Report 1973



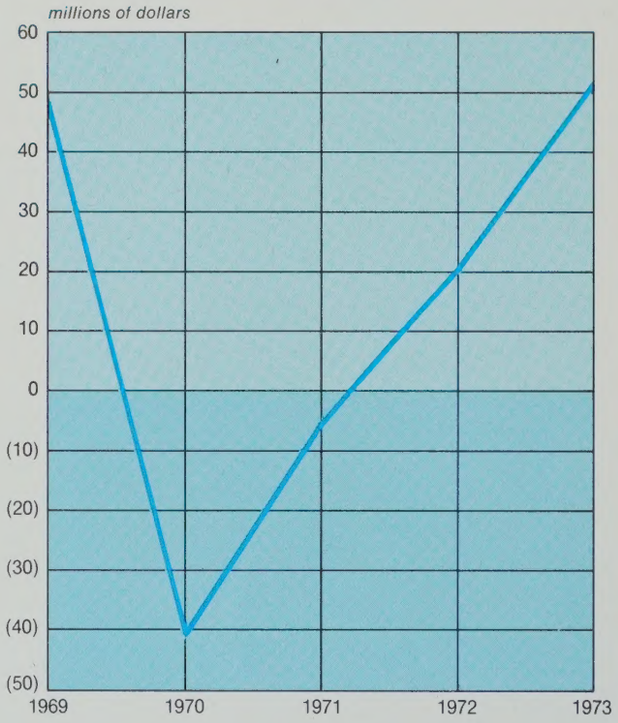
"People, our greatest asset."

UNITED®

| HIGHLIGHTS | 1973 | 1972 | Change |
|---|---|---|---|
| Operating revenues | $ 2,060,268,000 | $ 1,828,357,000 | + 12.7% |
| Operating expenses | 1,898,092,000 | 1,743,817,000 | + 8.8% |
| Earnings before taxes | 102,197,000 | 34,278,000 | +198.1% |
| Taxes on income | 51,069,000 | 13,902,000 | +267.4% |
| Net earnings | 51,128,000 | 20,376,000 | +150.9% |
| Net earnings per share | 2.03 | .80 | +153.8% |
| Stockholders' equity | 713,782,000 | 666,533,000 | + 7.1% |
| **Airline** | | | |
| Net earnings | $ 48,067,000 | $ 13,675,000 | +251.5% |
| Revenue passenger miles | 29,121,456,000 | 26,952,153,000 | + 8.0% |
| Passenger load factor | 55.8% | 54.6% | + 2.2% |
| Revenue passengers carried | 31,176,000 | 29,591,000 | + 5.4% |
| Revenue ton miles | 3,747,063,000 | 3,499,732,000 | + 7.1% |
| Revenue plane miles flown | 403,267,000 | 406,184,000 | — 7.0% |
| Average price to passenger per mile | 6.01¢ | 5.75¢ | + 4.5% |
| Average price to freight shipper per ton mile | 21.6¢ | 21.1¢ | + 2.4% |
| **Hotels** | | | |
| Net earnings | $ 3,061,000 | $ 6,701,000* | — 54.3% |
| Occupancy | 76.3% | 73.9% | + 3.2% |
| Average daily rate | $ 30.34 | $ 28.02 | + 8.3% |

*Includes $3,324,000 resulting principally from the gain on the sale of a hotel.

**UAL, Inc. NET EARNINGS (LOSS)**




ON THE COVER:
These employees are representative of the more than 55,000 people whose skills are smoothly meshed in producing the services offered by United Air Lines and Western International Hotels. The 1973 achievements of UAL, Inc. are the achievements of friendly people working together.

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# To Our Stockholders



In 1973, UAL, Inc. achieved consolidated net earnings of $51,128,000 reflecting the best profit year since 1967 for its subsidiary, United Air Lines. In January 1974, the UAL, Inc. Board of Directors declared a common stock dividend of 12½¢ per share—the first in more than three years.

Outstanding performance by employees of United Air Lines and Western International Hotels led to these impressive gains in earnings. The 1973 net profit amounted to $2.03 per share, representing an improvement of $30,752,000 from earnings of $20,376,000, or 80¢ per share, in 1972.

United regained full momentum in 1973 as the airline established records in both revenues and traffic. The principal factors contributing to United's improvement in 1973 were effective cost control and improved sales revenue resulting from the profit motivated divisional organization put in place the year before.

A major upturn in the Hawaiian market, fare increases, improved operational performance, restraint in adding capacity, better utilization of manpower, strong leadership in charter sales and growth in cargo business also contributed to the favorable record achieved last year.

Looking ahead in 1974, the challenge will be to keep up United's momentum in the face of a restricted fuel supply, rising fuel prices and an uncertain economy. We will be striving to maintain and improve profitability in what many have predicted will be a year of slow growth. We have a strong, seasoned divisional organization entering 1974 with confidence. We intend to sell hard, control costs and compete effectively in the marketplace.

In reporting to you a year ago, we said that Hawaiian operations must be converted to the profit column in 1973. It is gratifying to report that a turnaround was achieved and, for the first time since 1969, our Hawaiian operations are in the black. In 1973 Hawaiian service produced a net profit of $4,318,000, compared with a net loss of $11,309,000 in 1972.

The results in the Hawaiian market and other areas strengthen our confidence that United, as the free world's largest airline, can make size an asset rather than a liability, can speak with one voice and give a good account of itself in the marketplace and at the "bottom line." United is being rebuilt as a company in which cost-management sensitivity, marketing aggressiveness, quality in all phases of operations and profit-motivated planning have become a permanent way of corporate life.

Over the years, in spite of cyclical financial problems, the airline industry has continuously introduced the latest technology, offered increasing schedule frequency and achieved an outstanding safety record. Now for the first time in airline history, new technology is unavailable for introduction into commercial service. It appears that technology may have reached a plateau in terms of producing new aircraft that offer greater efficiency and lower cost transportation. This means that in order to progress we must concentrate on cost control and find ways to improve productivity.

Other than 14 DC-10s to be delivered in 1974 and 1975, United has no aircraft on order. This should lead to greater financial stability. No long-term financing need be contemplated and this will improve the debt/equity ratio. Cash flow from depreciation and anticipated profits should strengthen our financial position, with capital commitments substantially more modest than in years past.

How do the years 1974 and beyond look for the airline industry? It is difficult for any businessman in this country to make long-term judgments now because of the clouded energy situation. We, in United, feel that a number of problems will be worked out, if everybody acts responsibly.

With each passing week, it becomes more apparent that we will have an energy problem even after the Middle East political situation cools down. Our careless use of energy in this country exceeds our ability under present circumstances to become self-sufficient, in the judgment of well-informed persons, until the early 1980s at best. Thus, the airline industry is playing in a

whole new ball game. A few assumptions might be in order:

1. It will not be business as usual for United Air Lines or, in fact, for other companies across the land.
2. Emphasis on consumerism will increase.
3. Higher load factors during this period of adjustment will intensify demands on United's public contact personnel and we are confident these employees will make the extraordinary effort that will be needed to maintain the true meaning of "The Friendly Skies."

We will have to sell harder than ever before. We must convince people that United will take good care of their travel needs. We must gear plant-size and manpower to service needs, and adjust capital equipment requirements to reflect the changing business environment of the '70s.

United Air Lines has a mandate to provide air service at many communities, large and small—communities we have served for almost half a century. We must operate in behalf of small communities as well as large cities, because transportation for both is essential to the traveling public. We must continue our efforts to earn the maximum return on investment allowed by the Civil Aeronautics Board. We must set high standards for ourselves in relations with our regulators, customers, competitors, investors and employees.

Our other operating subsidiary, Western International Hotels, continued its program of building for healthy growth in 1973. Total occupancies increased to a very solid 76.3 per cent. The Company's Canadian properties scored good gains in earnings. Two new hotels were opened in the year—Hotel Scandinavia in Copenhagen, which marks the introduction of Western International in the European market, and the spectacular Crown Center Hotel which stands as the central feature of an 85-acre business and shopping center under development by Hallmark Cards, Inc. in Kansas City, Missouri.

In 1974 Western International's penetration of the quality hotel market will be furthered by completion of a 390-room addition to the Continental Plaza, Chicago, and the opening of two more hotels—the 400-room Michigan Inn, Southfield, Michigan, and the 350-room Edmonton Plaza in Canada. These are handsome additions to the facilities grouped under the WIH banner.

The year ahead could be difficult or it could be good. We have a paradox in this country. Many economists say there is a strong demand for consumer goods. The demand for capital equipment by industry is high, but the energy needed to produce the products for which there is market demand is in short supply. The ever-widening circle of problems that the country must solve, because of energy deficiencies is sobering. Yet, we must not panic.

The strength of this country is unbelievable when challenged. Through almost 200 years, there have been difficulties from time to time. Answers have been found and the people have moved forward to a better way of life. Now we have another dip in the road—pretty deep we might add—but answers by successful entrepreneurs must be found, and we as a country should move ahead and find a better way of life for all men and women. That same purpose should make UAL, Inc. a stronger company as we look at 1974 and beyond.

We face very challenging times—nevertheless, we are cautiously optimistic for 1974. Our pledge to stockholders is to produce maximum results from United's great fleet of Friend Ships and the worldwide array of fine facilities offered by Western International Hotels.



Edward E. Carlson
President

March 11, 1974

By most measures used to evaluate airline performance, 1973 qualifies as one of the more successful years in the history of United Air Lines. Consolidated net earnings, which reflect expenses of UAL, Inc. applicable to the airline, were $48,067,000, the best since 1967.

United's employees turned in an outstanding performance in 1973 under the division concept of organization established the year before. Individual and team efforts of employees across the system contributed to record revenue production and tight cost control.

Total passenger revenues for the year were $1,749,389,000, an increase of 12.9 per cent over 1972, while cargo revenues totaled $189,229,000, up 9.9 per cent. Increased emphasis on charter operations, aided by tariff changes, boosted charter revenues to a total of $68,369,000, an 18.8 per cent gain over 1972.

C. F. Mc Erlean, Executive Vice President and Chief Operating Officer



The airline's return on investment improved to 6.3 per cent from the 4.5 per cent achieved in 1972. However, it is still far short of the return which management considers acceptable. Net earnings per dollar of revenue were only 2.5¢ versus 6.6¢ in 1967.

**TRAFFIC**

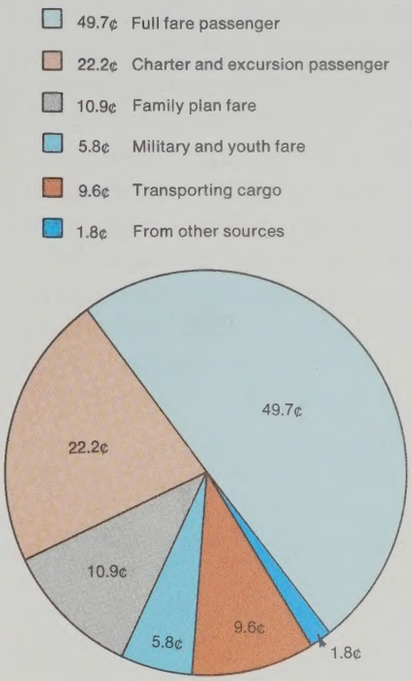
United flew 29,121,456,000 revenue passenger miles, an 8 per cent gain over the 26,952,153,000 flown in 1972. Available seat miles totaled 52,150,319,000, up 5.7 per cent from 49,359,145,000. The system passenger load factor was 55.8 per cent, against 54.6 per cent in 1972. Cargo ton miles (freight, mail and express) totaled 834,962,000, up 3.8 per cent over the prior year's 804,607,000.

United's passenger and cargo volumes for the year represent new highs for the company and the industry. New records for single-day volumes were established on December 12 when cargo ton miles totaled 4,001,796, on December 21 when 133,329 passengers were boarded and on December 22 when United flew 127,791,000 revenue passenger miles. It is also significant to note that the company increased its share of passenger traffic on important routes, such as Washington-Los Angeles, New York-San Francisco, Chicago-Denver and Los Angeles-Hawaii.

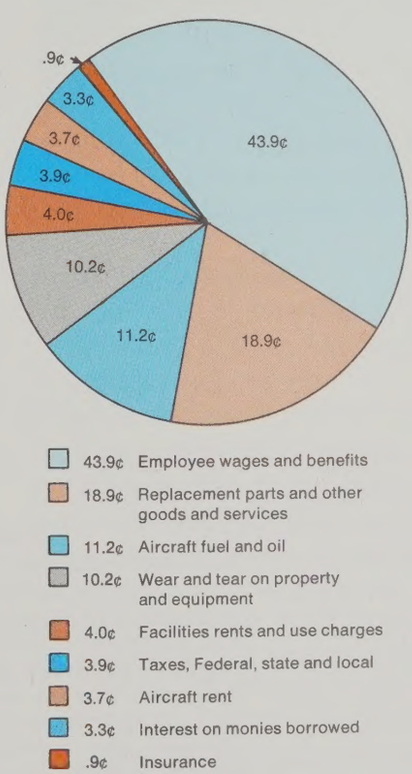
**OPERATING PERFORMANCE**

High standards of service prevailed as operating performance improved substantially. In February, 1973, United initiated a program called "Operation Wake-Up" with a goal to achieve 90 per cent departure performance within 5

**AIRLINE REVENUE DOLLAR**




**AIRLINE EXPENSE DOLLAR**



minutes of schedule for morning originating flights. It was reasoned that if morning originating flights departed on schedule, the opportunity for on-time operations for the balance of the day would be improved. Although the goal for Wake-Up flights was not completely attained in 1973, good improvement in over-all performance has been achieved and strong emphasis on on-time performance will continue in 1974.

| | 1973 | 1972 |
|---|---|---|
| Wake-Up flights (On-time within 5 minutes) | 85% | 79% |
| Total departures (On-time within 5 minutes) | 72% | 67% |
| Total arrivals (On-time within 15 minutes) | 78% | 75% |

**MARKETING**

In 1973, United offered twice as many vacation tours as in 1972, providing the widest choice of any airline to suit individual budgets and life styles. Additional tour programs were developed with foreign carriers to serve the marked increase in visitors from Europe, the South Pacific and Far East—a trend related to dollar devaluation. In September, marketing emphasis was shifted to business travel, with advertising focused on the special features of "Friendship Service." Shortly thereafter it became apparent that the energy crisis was going to have a very real effect on air travel and marketing efforts were quickly turned in that direction. United acted promptly through advertising media to reassure a concerned public that everything possible would be done to take good care of its travel needs. A revised schedule pattern was developed which still offers passengers and shippers an excellent choice of flights to most destinations.

United held front position in domestic air cargo. Containerized shipping on B-747s and DC-10s continued to increase, reflecting special rates which encourage shipments in the daytime when wide-body jets do most of their flying. Historically, the prime period for lifting cargo has been at night. Service for shippers was improved by implementation of a computerized air freight information system capable of immediately determining the exact location of every shipment from its origination point to destination.

**CORPORATE PLAN**

Results to date of the comprehensive corporate planning process which was initiated in 1973 are encouraging. Covering a five-year period, this plan will be updated annually. It comprises in-depth analysis and determination of objectives in marketing, scheduling, operations, pricing, profitability and other important elements contributing to the company's continuing success.

**ORGANIZATION STRUCTURE**

The broad framework of a new decentralized divisional organization was set in place by early 1972. Refinements since then, combined with growing experience, have produced a lean, disciplined company, highly cost conscious, service-minded and profit motivated. Management of day-to-day operations is separated from the responsibility for corporate affairs and policy making. Over-all guidance is provided by the Corporate Policy Committee and the Operations Management Committee.

The Corporate Policy Committee, chaired by Mr. Carlson, determines goals, priorities, policies and strategies. Mr. McErlean, Executive Vice President and Chief Operating Officer, who is Vice-Chairman of the Corporate Policy Committee, serves




**WORK FOR THE HANDICAPPED**

This trio at the San Francisco Maintenance Center—(from left) Dick Bishop, mechanic; Ellis Nishimoto, mechanic; Don Bisagno, a budget analyst—is associated with programs in which handicapped persons are employed in reclaiming articles which otherwise would be discarded. Bisagno and Bishop developed the first program in 1967. Seven Bay Area workshops for the blind, paralytic and mentally retarded now receive some $17,000 annually for salvaging items for United. The items include grease cups, screwdriver bits and the headsets used for inflight entertainment. The latest addition—recovering cherry rivets dropped on the floor during maintenance work—was suggested by Nishimoto.

as chairman of the Operations Management Committee. This committee establishes system-wide operating policies and serves as a coordinating point for the operating groups and other company divisions which support field operations.

Under the divisionalized structure, responsibility and accountability for revenue, expense and profit is extended to all levels of management. This has resulted in better use of company resources, continued improvement in planning and expense control, and substantial gains in over-all efficiency.

**CORPORATE POLICY COMMITTEE**

Edward E. Carlson, President and Chief Executive Officer (Chairman)
Charles F. McErlean, Executive Vice President and Chief Operating Officer (Vice-Chairman)
Rexford E. Bruno, Senior Vice President-Finance
Andrew M. deVoursney, Senior Vice President-Corporate Planning
Richard J. Ferris, Group Vice President-Marketing Services
Mechlin D. Moore, Senior Vice President-External Affairs
Percy A. Wood, Group Vice President-Operations Services

**OPERATIONS MANAGEMENT COMMITTEE**

Charles F. McErlean, Executive Vice President and Chief Operating Officer (Chairman)
William E. Dunkle, Senior Vice President-Flight Operations
Richard J. Ferris, Group Vice President-Marketing Services
James J. Hartigan, Senior Vice President and General Manager-Western Division
R. L. Mangold, Senior Vice President and General Manager-Eastern Division
Dale A. Medland, Vice President-System Operations Control
Hugo J. Moirano, Senior Vice President and General Manager-Central Division
Marvin Whitlock, Senior Vice President-Maintenance Operations
Percy A. Wood, Group Vice President-Operations Services

**SENIOR MANAGEMENT CHANGES**

Percy A. Wood was elected to the newly created position of Group Vice President-Operations Services with responsibility for the organizations which support the operating divisions. In a similar move, Richard J. Ferris was elected Group Vice President-Marketing Services, also a newly created position, with responsibility for marketing, food and inflight services. R. L. Mangold was elected Senior Vice President and General Manager of the Eastern Division filling the position formerly held by Mr. Wood.

Creation of the two Group Vice President positions was another step in refining the company's operating organizations under the divisional concept. Grouping operating support services and major marketing support services under single administrative officers will better support the three geographic divisions and flight operations. The Group Vice Presidents report to Charles F. McErlean, Executive Vice President and Chief Operating Officer.

Other management changes included the naming of Glen W. Belden and James H. Kent to head up the Computer and Communications Services Division and the Food Services Division, respectively.

**GEOGRAPHIC DIVISIONS**

Each of United's three geographic divisions mounted strong merchandising programs, stressing service advantages and the added features of "name" flights to highly competitive markets. The Eastern and Central Divisions promoted "Executive" flights between New York/Newark, Washington/Baltimore and Chicago. The Western Division introduced "West Coaster" flights in markets between Los Angeles/San Francisco and the Pacific Northwest.



R. L. Mangold, Senior Vice President and General Manager-Eastern Division

**EASTERN DIVISION**

The technology of United's Apollo reservations system was exploited to produce a substantial improvement in service levels in the face of an increasing volume of calls and a reduction in staffing. The goal of answering 80 per cent of all calls within 20 seconds was reached, representing an 11 per cent improvement over 1972. New terminal facilities were occupied at Newark and wide-body Friendship Service was introduced or expanded at Boston, Philadelphia, Pittsburgh, Cleveland and Tampa.

**CENTRAL DIVISION**

Administrative innovations and better use of resources contributed to improved results in the Central Division. Managerial responsibilities were consolidated at many points. The extension of the profit-center concept to the local level provided those managers with a greater opportunity to demonstrate that "people are our greatest asset." Impressive gains in productivity occurred. For example, manpower utilized in August—the peak traffic month of 1973—was below the lowest month of 1972.



H. J. Moirano, Senior Vice President and General Manager-Central Division



J. J. Hartigan, Senior Vice President and General Manager-Western Division

**WESTERN DIVISION**

By offering schedules at small cities which were better timed to connect with long-haul flights at Los Angeles and San Francisco, the Western Division improved customer service and at the same time increased traffic. In addition, direct flights to Denver and Chicago were scheduled from medium-size cities, such as Fresno, Reno, Sacramento and San Jose. To better serve United customers, new terminal facilities were opened at Seattle and Las Vegas and terminal improvements were completed at Honolulu, San Francisco, San Diego and Portland.

**HIGHLIGHTS OF OTHER DIVISIONS**

The Food Services Division opened new flight kitchens at Denver and Los Angeles, with daily meal production capabilities of 10,000 and 25,000, respectively. Fish and other seafoods were added to "Four Star" entree choices, and menus featuring western food favorites and California wines were developed for "West Coaster" flights. During the year the Food Services Division provided catering service for other carriers which produced revenue of $3.4 million, a 39 per cent increase over 1972.

In May, a new United subsidiary, Miami Food Services, was formed to provide catering services at the Miami airport. On February 1, 1974, United acquired the facilities of the caterer which had been servicing United at Cleveland's Hopkins International Airport. This newly acquired flight kitchen will be the fifth largest on United's system in terms of meal volume.

External sales of the Computer and Communications Services Division exceeded $1 million in 1973. An automated management information system for United's Food Services Division is planned for 1974 along with an automated passenger check-in system to be introduced at 13 major airports.

The Flight Operations Division provided training for pilots of other airlines and corporate customers at the Denver Flight Training Center which produced revenue of $5.6 million, a 100 per cent increase over 1972. United recently received Federal Government approval to train pilots under the Veteran's Bill of Rights, thus opening an additional source of revenue. In 1973 the Federal Aviation Administration agreed to proposals by United and other carriers which will eliminate the need for pilots to actually fly aircraft to demonstrate their proficiency twice a year. Beginning in early 1974, the proficiency checks can be conducted in flight simulators having approved visual systems, with resultant savings in fuel and other costs.

The Maintenance Operations Division generated revenues of $42

million by performing maintenance work on airframes, components and engines for other companies. This is a 49 per cent increase over 1972 revenues from outside sales. The largest portion of the revenue resulted from the repair and maintenance of turbine engines used both for powering aircraft and in ground installations for pumping fuel through pipelines and generating electricity to meet peak demands.

Maintenance Operations technicians were responsible for several developments in 1973 which will have long-term value in reducing expenses. As an example, they designed equipment which pressure-cleans and dries carpeting in place on the aircraft floor, a procedure expected to reduce yearly carpet replacement by 50 per cent. In the past, more than $1 million of carpeting was purchased annually to replace carpeting which was discarded primarily due to soiling.

During the next several years almost $2 million will be spent to complete the development of a water pollution control program at the San Francisco Maintenance Operations Base. Construction commenced in late 1973. The program calls for new waste treatment plants, containment basins, rerouting of drainage lines, and control of runoff from roofs and pavements .

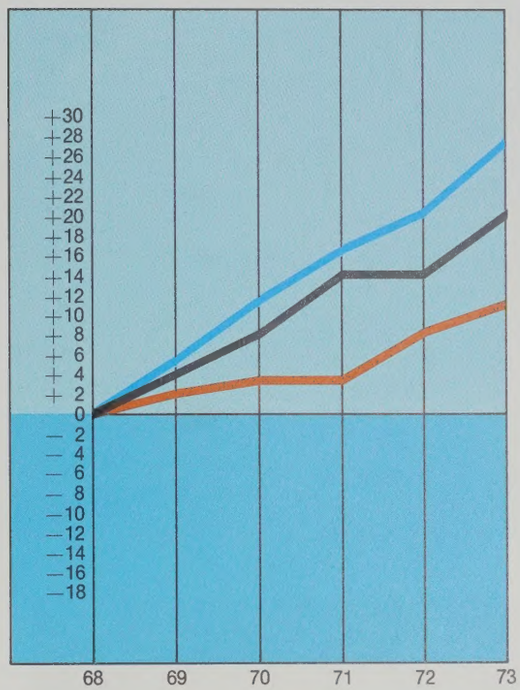
**FINANCIAL TASK FORCE—COST MANAGEMENT SYSTEM**

A Task Force was established in February, 1973 to develop new management information systems responsive to the divisional profit center concept. The Task Force is comprised of people from the company as well as Arthur Andersen & Co., United's independent public accountants. A major recommendation was that these systems should provide information specifically for the first level of management. It is at this level that costs are incurred and, therefore, can best be managed.

Some of these new systems are already operational, others will be implemented during 1974. Over-all, the Task Force work is directed to the primary components of financial success; costs - revenues - profitability.

**OUR FRIENDLY PEOPLE**

Judged by thousands of complimentary letters and the official records of the Civil Aeronautics Board's Office of Consumer Affairs, service which customers received from our employees in 1973 was highly acceptable. The ratio of complaints per 100,000 passengers carried for each airline is reported monthly by the CAB. United's complaint rate throughout the year was consistently lower than any of its major competitors—a valid index of customer satisfaction.




**COST OF LIVING VS. UNITED'S PASSENGER FARES AND CARGO RATES**

*Per cent Increase From 1968*

Credit for this record goes to the employees who performed the job expected of them and to those who extended themselves by providing service over and above what their jobs required. On the ground and in flight, United's personnel made

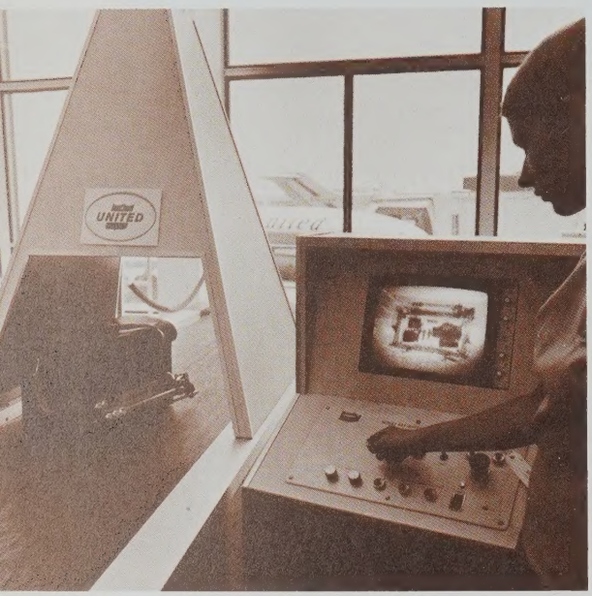


**CLASSROOM IN THE SKY**

Captain Bill Arnott is a foremost exponent of the belief that travel is a form of education. Annually since 1965, he and Stewart Angle, chairman of the Aeronautics and Transportation Department at Mt. San Antonio College near Los Angeles, have taken students aloft for an overview of Nature's textbook on geology, geography, astronomy and meteorology. The first of these flights, titled "Classroom in the Sky," lasted five hours. With each passing year, Classroom in the Sky has ranged farther afield, leading up to last summer's journey—a 14-day, 38,000-mile trip around the world in a DC-8. The 156 passengers saw both polar regions, had an audience with Pope Paul, viewed dozens of geologic wonders, and watched a total eclipse of the sun at 33,000 feet over the Indian Ocean.

"Friendship Service" a meaningful phrase. There were hundreds of examples of extra care given to passengers who had special problems, and several typical cases are featured in this report.

The average number of employees during the year was 49,009 compared with 48,230 in 1972. The hiring of cabin attendants to staff additional wide-body aircraft accounted fully for the increased number of personnel. An increase in representatives of minority groups brought their total to 13.5 per cent of the total work force at year end.




High-speed x-ray devices expedite the flow of passengers during security inspections preliminary to boarding.

Additionally, there was an increase in the female work force, bringing their total to 31.6 per cent of all employees.

Although the company's Affirmative Action Programs have been approved by the appropriate Federal agency, the Department of Justice filed suit against United in 1973 alleging non-compliance with the Civil Rights Act of 1964 with respect to the employment and upgrading of Blacks and females. A number of union organizations were named as co-defendants and the company is actively defending this suit.

New collective bargaining agreements were negotiated in 1973 with flight stewards, stewardesses, communications employees, meteorologists and flight simulator operators. Negotiations for new agreements with mechanics and related ramp, stores and food services employees were continuing at year-end.

**JET FUEL SHORTAGE**

On November 1, 1973 a Federal mandatory fuel allocation program was established for the airline industry. The 1974 fuel allocation for trunk carriers was based on a formula which provides 95 per cent of the fuel purchased in 1972. Due to a self-imposed restraint in adding flights in 1973, the impact of the allocation program on United's schedule pattern is less severe than it would have been otherwise. United is also fortunate in that 100 per cent of its fuel requirements are currently under contracts extending through 1974, and 80 per cent through 1975. Although the existing contracts do not guarantee availability of fuel, they control the price paid which in most cases is substantially below the market price.

The fuel allocation program required a scaling down of capacity. This was done unilaterally and by agreements with other carriers. In the interest of fuel conservation, the Civil Aeronautics Board authorized United and other carriers to hold discussions which led to schedule reduction agreements in 20 of United's markets.

Early in 1974, due to the reduced flying, it was necessary to remove temporarily from service 11 DC-8 aircraft equipped with non-fan type engines and to reduce daily utilization on those remaining in service. These earlier model engines are the least efficient in terms of fuel consumption.



**KINDNESS COMES NATURALLY**

Connie Mailander, a passenger service representative at O'Hare International Airport, is ready when travelers need more than routine assistance, and she is always on the lookout for youngsters who need a friend. One winter night when a blizzard held a Cleveland-bound flight at O'Hare, Connie took six young passengers home with her, bedded them down snugly and served breakfast before returning them in time for morning departure of their flight. Such acts of kindness come naturally to Connie Mailander. In explaining her solicitude for young travelers, she has a simple answer: "I'm a mother, myself."

The reduced level of flying will necessitate a total of 1,440 furloughs to balance operational requirements with total manpower needs. The furloughs involve 300 pilots, 650 cabin attendants and 490 ground personnel.

The effect of the fuel problem on 1974 results is still unclear. Even though load factors are expected to improve, which would normally increase profitability, many fixed costs such as aircraft and facility rentals and depreciation continue at the same level irrespective of reduced operations. Also, the increased prices for fuel and other costs related to the fuel shortage will adversely impact the potential for increased earnings.

Fuel expense in 1973 amounted to more than $210 million and represented 11.2¢ of every expense dollar. Since United's fuel prices vary with the price of crude oil, the recent escalations in crude prices will have a dramatic effect on 1974 fuel costs. In December the price per gallon of fuel was up over 22 per cent from a year ago, whereas for the full year the price increase was up only 8 per cent. We anticipate a substantially higher fuel bill in 1974 even though the amount of fuel consumed is expected to be less than that used in 1973. However, due to the uncertainties in supplies and pricing in the petroleum industry, the amount of the increase cannot be determined.



Aerial view, looking West, of United Air Lines Executive Offices in Elk Grove Township, Illinois. United's Education and Training Center is in the foreground.

**REGULATION AND PRICING**

The regulatory climate continued to reflect Civil Aeronautics Board recognition of the airlines' economic problems and concern for the future stability of the nation's air transport system. The Board held to its sound policy of restraint in awarding new competitive domestic routes. Apart from economic considerations, this policy is consistent with the need to conserve fuel.

A Transatlantic Route Proceeding drew applications from 21 U. S. carriers, seeking authority to operate from as many as 28 domestic co-terminals to more than 60 foreign countries. United refrained from applying in the belief that the company's resources could be better used in connection with its long standing application for a route between Seattle/Tacoma and points in Japan and the Chinese mainland.

Several other route cases of importance to United are pending before the CAB, some of which involve route transfers between carriers other than United. Although the Board has approved and United supports the concept of route transfers, the company is opposed to any proposals which create new competition and thus are contrary to the Board's current philosophy.

The CAB granted a further extension of the capacity reduction agreement which United, American and TWA instituted in 1971 in four major long-haul markets. In addition, the Board began a formal investigation to establish over-all policy on issues raised by capacity agreements.

On May 1, 1973, the CAB determined that youth and family plan fares were unjustly discriminatory and ordered their termination by June 1, 1974. United expects that any associated traffic loss will be short-lived.

United made significant progress in developing specially priced seasonal fares for ski destinations and midweek travel on transcontinental routes. Similar revenue opportunities will be explored in 1974, but such discount fares are subject to curtailment should fuel-related schedule reductions warrant.

On September 1, long-sought increases in Hawaiian fares became effective. These included an 8 per cent advance in the basic fare level and increases of 4 to 16 per cent in Group and Individual Tour fares. Late in 1973, the Board authorized a 5 per cent increase in passenger

fares effective December 1 for travel within the 48 contiguous states. This increase recognized rising cost levels and the immediate need for additional revenues to assist in moving toward a reasonable return on investment.

To offset rising costs, United during the year requested and obtained various increases in freight rates. Hawaiian rates for specific commodity shipments, and general commodity shipments of 1,000 pounds or more, were increased 5 to 10 per cent in January. Mainland rates were raised by 4.5 to 10 per cent in May, and rates for distances of less than 1,000 miles were advanced by 1.5 to 10 per cent in November. Altogether, the increases had a net effect of just over 8 per cent.

Container service for all classes of mail was introduced by the carriers and the U. S. Postal Service in 1973. Before the introduction of containerized mail service, only air mail was given priority handling—now both air mail and first class mail are handled on a priority basis. These actions were designed to improve service for the postal agency and the public.

In November, United received a retroactive settlement for mail rates which were in effect from December 12, 1970 through March 27, 1973 in the amount of $6.3 million ($5.75 million applicable to prior years). This represents an increase of approximately 6½ per cent over mail revenues received during the period. The CAB now has under consideration a further increase in mail rates which, if granted, would be retroactive to March 28, 1973.

An initial decision of an Administrative Law Judge was issued in August, 1973, in the CAB's investigation of diversification activities by airlines or by holding companies that have airline subsidiaries. This decision concludes that there is no basis for the Board to re-examine the UAL, Inc./United reorganization of 1969. However, the decision does recommend the adoption of a new comprehensive regulatory program for all types of air carrier diversification. Further, it seeks additional Congressional legislation granting the CAB prior approval authority over subsequent acquisitions by an air carrier or its affiliates.

As a result of the far-reaching implications of the proposals in the initial decision, certain other carriers not previously involved in the investigation have filed motions for authority to participate in any further proceedings. No decision on the motions of these carriers has been issued and, in any event, further proceedings will be required before a final order is issued.

Containerized shipments in wide-body aircraft such as the DC-10 account for an increasing portion of United's cargo volume.




**THE FRIEND SHIP FLEET**

Delivery of three DC-10s and four B-747s increased the wide-body operating fleet to 36 aircraft, evenly divided between B-747 and DC-10 Friend Ships. The new aircraft were used to introduce or expand United's wide-body service at five cities. Additionally, two DC-10s were delivered and immediately transferred to Delta Air Lines to complete a lease arrangement negotiated in 1972 covering five DC-10 aircraft. This agreement calls for return of the aircraft to United during the second quarter of 1975.

As of year-end, the total operating fleet consisted of 363 aircraft, exclusive of six aircraft leased to other carriers. The aircraft on hand, plus 14 DC-10s on order, together with the return in 1975 of the five DC-10s leased to Delta, will provide adequate capacity to meet anticipated traffic needs through 1977.

United's fleet was progressively improved throughout the year by additional installations of "New Look" interiors and "Table-for-Two" coach seating in specified types of standard-body jets. The New Look includes overhead stowage compartments and a stylish cabin decor suggestive of wide-body interiors. The Table-for-Two arrangement provides fold-over seat backs used as tables when the middle seat in three-abreast seating is unoccupied.

By year-end, 26 DC-8s, 66 B-737s and 120 B-727s had Table-for-Two seating, while 38 DC-8s and 35 B-727s displayed New Look interiors.

In July, the Environmental Protection Agency issued jet engine regulations which included provisions to end fuel venting (the release of small quantities of unburned fuel after take-off) on all aircraft engines by January 1, 1974. In addition, these regulations call for a reduction of smoke emissions from JT8D engines by January 1, 1974, and from JT9D and CF6 engines by January 1, 1976. Well in advance of the deadline, United configured the engines to eliminate fuel venting, and completed a $3 million modification of JT8D engines to incorporate smoke-reduction combustors. The JT9D and CF6 engines, which power United's B-747s and DC-10s respectively, met the January 1, 1976 standards of smoke emission upon delivery.

Maintenance Operations is providing technical support for a National Aeronautics and Space Administration program to develop an engine-nacelle retrofit package for noise reduction. The retrofit is intended to lower the noise level of engines on standard-body jets.

In addition, Maintenance Operations and Flight Operations are conducting tests on noise reduction techniques for NASA. Initiated in 1972, the program is designed to develop and validate automatic flight techniques that will permit steeper approaches to airports, thus reducing noise in adjacent areas. A B-727 was used in the first stage of the program, and the tests are now proceeding with a DC-8-61. Both the techniques and equipment have been found successful thus far.

| AIRCRAFT TYPE | CURRENT FLEET | | |
|---|---|---|---|
| | OWNED | LEASED | ON ORDER |
| MAINLINERS | | | |
| B-747 | 9 | 9 | — |
| DC-10 | 15 | 8 | 14* |
| DC-8-62 | 4 | 5 | — |
| DC-8-61 | 24 | 6 | — |
| DC-8 | 51 | 6 | — |
| B-727-222 | 25 | 3 | — |
| B-727 | 51 | 40 | — |
| B-727-QC | 16 | 15 | — |
| B-737 | 67 | — | — |
| FREIGHTERS | | | |
| DC-8F | 15 | — | — |
| TOTAL | 277 | 92 | 14* |

**UNITED'S JET FLEET** December 31, 1973

*Seven aircraft to be delivered in 1974 and seven in 1975



**WORD PICTURES FOR THE BLIND**

Ray Wells, a crew dispatcher at Dulles International Airport, uses a tape recorder to capture the sounds of faraway places, supplemented by his commentary on what he sees. The tapes are distributed to blind persons, enabling them to go on auditory journeys to Fiji, Tanzania, Japan and dozens of other places where Ray and his wife have visited. Over the last decade he has issued about 30 taped travelogs. The most popular one was made in 1965 when Ray flew in the cockpit of a DC-8, taping the sounds of flight and the dialogue of the crew. His plans for additional recordings include visits with the Pamunkey and Mattaponi Indians in southern Virginia.



Harry Mullikin (left) President, and L. P. Himmelman, Chairman and Chief Executive Officer, of Western International Hotels

Continuing its emphasis on the importance of people, Western International Hotels again achieved excellent marks in quality service for guests throughout the twelve countries in which it operated during 1973.

Two significant senior management changes were announced during 1973. The Board of Directors elected Gordon Bass to the post of Vice Chairman and named Harry Mullikin President of the company. L. P. Himmelman continues as Chairman and Chief Executive Officer.

Consolidated net earnings from hotels were $3,061,000 in 1973, compared with $6,701,000 in 1972. The prior year's earnings included $3,324,000 resulting principally from the gain on the sale of a hotel.

Two new hotels were opened during the year, adding 1,260 rooms to Western International's capacity. The 730-room Crown Center Hotel was completed in Kansas City, Missouri, as part of a business, shopping and recreational complex built by Hallmark Cards, Inc. The 530-room Hotel Scandinavia was opened in Copenhagen, marking your company's entry into the European hotel market.

Plans to acquire the Barclay Hotel in New York did not materialize.

At December 31, 1973, Western International's count of total managed rooms stood at 14,860 in 44 hotels throughout the world. In addition, the company is currently affiliated through representation agreements with seven hotels offering another 3,150 rooms.

**CONSTRUCTION IN PROGRESS**

In furthering its program to obtain a greater share of the quality hotel business, Western International is currently involved in the construction of 5,100 additional guest rooms. This includes expansion of existing hotels, such as a 390-room addition to the Continental Plaza Hotel, Chicago, to be finished in August, 1974, and an addition to the Camino Real, Guatemala City, to be completed in 1975.

The 400-room Michigan Inn at Southfield, a suburb of Detroit, will open in 1974. The coming year also will see completion of the 350-room Edmonton Plaza Hotel, a handsome addition to the Canadian facilities of Western International. The 600-room Hotel Toronto will be open to the general public in 1975. Ground has been broken for the 470-room Royal Hotel in Oslo, which is being developed with Scandinavian Airlines System, and the 400-room South Coast Plaza Hotel in Orange County, California.

Construction also has begun on two important hotels designed by the eminent architect-developer, John Portman—the Detroit Plaza Hotel and the Peachtree Center Plaza in Atlanta. The Peachtree Center Plaza will be completed in 1976 as a 1,040-room, first-class convention hotel. The Detroit Plaza Hotel will have 1,350 rooms and excellent convention features. This hotel will be part of downtown Detroit's

Renaissance Center project. Completion is anticipated by early 1977.

**DEVELOPMENT PROGRAMS**

The search for new opportunities in markets of this country, Europe and the Far East is a continuing responsibility of company officers assigned to Western International's development program. The company has announced its interest in a 500-room hotel to be part of the Galleria Plaza expansion in Houston, where the Houston Oaks Hotel has been a great success since opening in 1971. These two properties are expected to be a dominant factor in the Houston market.

Western International also has announced its plans to participate in the 2,000-room convention hotel planned for the Times Square area in New York. This structure, also designed by John Portman, has dramatic architectural features and should firmly establish Western International's service in Manhattan.

The strategy for future development of Western International Hotels is based on expanding its position in the quality hotel market and maintaining its reputation for superior service for its guests. Plans for continued growth in the next few years will include properties in which the company has a capital investment, as well as others in which Western International will serve primarily with management responsibility.



The spectacular Crown Center Hotel in Kansas City, Missouri.



The Shangri-La in Singapore—Western International's jewel of the Orient

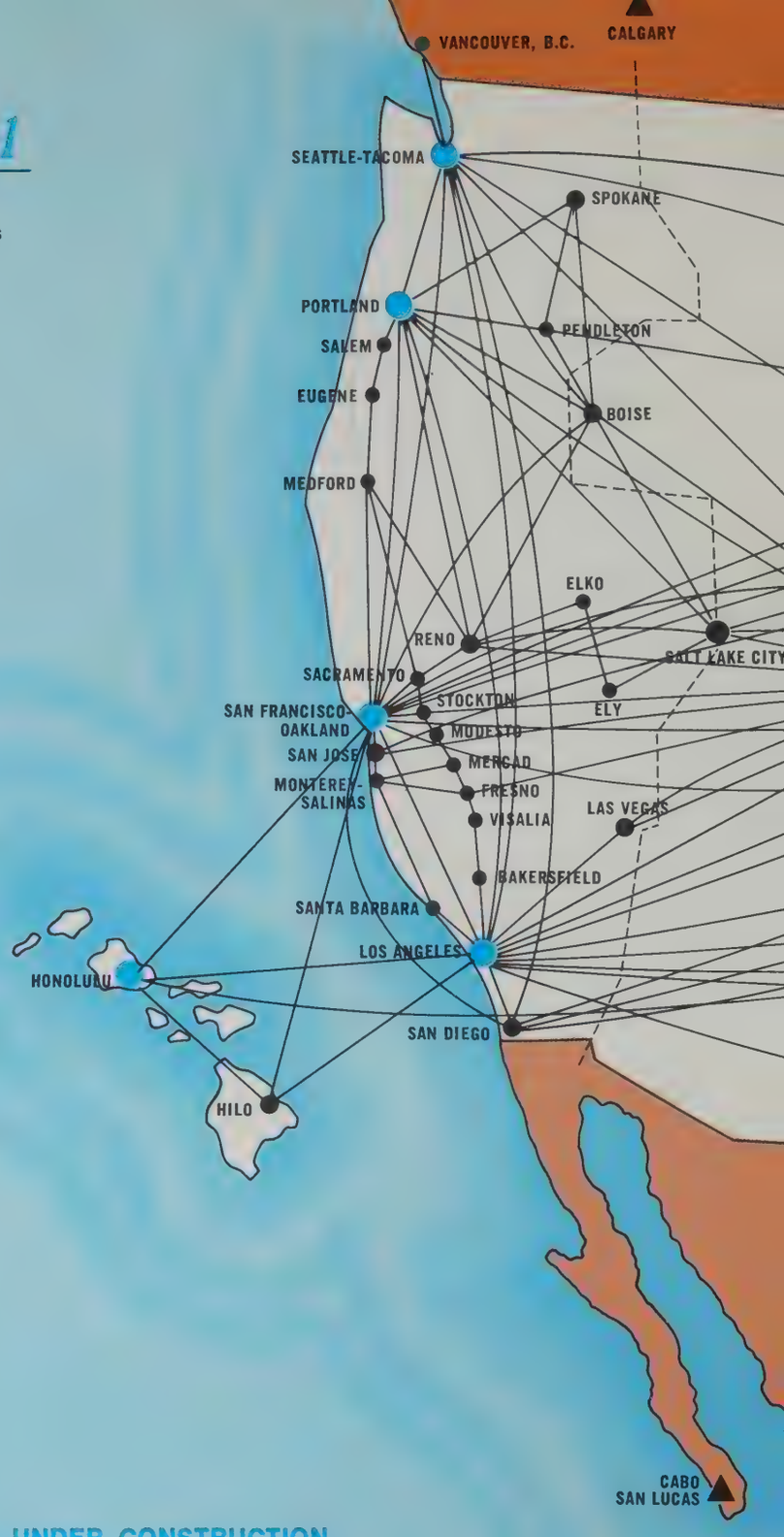


**THE CANDY MAN**

Kenny Bolsinger, a bellman at the Cosmopolitan Hotel, Denver, expresses his friendliness in a direct manner. While serving guests young or old, he offers them a piece of candy. This gesture has earned the veteran bellman national recognition as "Kenny, the Candy Man." He was runnerup for the International Bellman of the Year award in 1972. In 1973 he received a Distinguished Service Award Plaque from the National Candy Wholesalers.

# Routes of United Air Lines
# Hotels of Western International

- Location served by United Air Lines and Western International Hotels
- Location served by United Air Lines
- ▲ Location served by Western International Hotels




## HOTELS SHOWN

### UNITED STATES

Chicago, Illinois
- Continental Plaza

Colorado Springs, Colorado
- Antlers Plaza

Denver, Colorado
- Cosmopolitan

Honolulu, Hawaii
- Waikiki Beachcomber

Houston, Texas
- Houston Oaks

Kansas City, Missouri
- Crown Center

Los Angeles, California
- Century Plaza

Pittsburgh, Pennsylvania
- Carlton House

Portland, Oregon
- Benson

San Francisco, California
- St. Francis
- Miyako

Seattle, Washington
- Olympic
- Space Needle Restaurant
- Washington Plaza

Washington, D.C.
- Mayflower

### CANADA

Calgary, Alberta
- Calgary Inn

Montreal, Quebec
- Bonaventure

Vancouver, British Columbia
- Bayshore Inn

Winnipeg, Manitoba
- Winnipeg Inn

### MEXICO

Acapulco
- Acapulco Malibu
- Caleta
- El Mirador

Cabo San Lucas
- Camino Real

Chapala
- Camino Real

Culiacan
- Camino Real Tres Rios

Guadalajara
- Camino Real

Juarez
- Camino Real

Mazatlan
- Camino Real

Mexico City
- Alameda
- Camino Real
- DeCortes
- Majestic
- Ritz

Morelia
- Virrey de Mendoza

Patzcuaro
- Posado de Don Vasco

Puerto Vallarta
- Camino Real

Saltillo
- Camino Real

Tampico
- Camino Real

Tapachula
- Camino Real

## HOTELS NOT SHOWN

### AUSTRALIA
Sydney, New South Wales
- Wentworth

### DENMARK
Copenhagen
- Hotel Scandinavia

### EL SALVADOR
San Salvador
- Camino Real

### GUATEMALA
Antigua
- Antigua

Guatemala City
- Camino Real

### HONG KONG
Kowloon
- Miramar

### JAPAN
Kyoto
- Miyako

Tokyo
- Takanawa Prince
- Tokyo Prince

### SINGAPORE
Singapore
- Shangri-La

### SOUTH AFRICA
Johannesburg
- Carlton

### THAILAND
Bangkok
- Dusit Thani

### UNITED STATES
Anchorage, Alaska
- Anchorage-Westward

## HOTELS UNDER CONSTRUCTION

### UNITED STATES

Atlanta, Georgia
- Peachtree Center Plaza (1976)

Chicago, Illinois
- Continental Plaza Addition (1974)

Detroit, Michigan
- Detroit Plaza (1977)

Orange County, California
- South Coast Plaza (1975)

Southfield, Michigan
- Michigan Inn (1974)

### CANADA

Edmonton, Alberta
- Edmonton Plaza (1974)

Toronto, Ontario
- Hotel Toronto (1975)

### GUATEMALA

Guatemala City
- Camino Real Addition (1975)

### NORWAY

Oslo
- Royal Hotel (1975)

## PROPERTIES ANNOUNCED

### UNITED STATES

Houston, Texas
- (Houston Oaks Addition)

New York, New York
- (Times Square)


MONTREAL
WINNIPEG
BOSTON
TORONTO
HARTFORD-SPRINGFIELD
SAGINAW
BAY CITY
MIDLAND
ROCHESTER
MINNEAPOLIS-ST. PAUL
BUFFALO
PROVIDENCE
MILWAUKEE
FLINT
DETROIT
GRAND RAPIDS
CLEVELAND
ALLENTOWN-
BETHLEHEM-
EASTON
NEW YORK
NEWARK
LANSING
YOUNGSTOWN-
WARREN
CEDAR RAPIDS
SOUTH BEND
TOLEDO
AKRON-CANTON
CHICAGO
FORT WAYNE
COLUMBUS
PHILADELPHIA
PITTSBURGH
DES MOINES
MOLINE
ROCK ISLAND
DAVENPORT
OMAHA
DAYTON
BALTIMORE-WASHINGTON
LINCOLN
NEWPORT-NEWS-HAMPTON-
WILLIMSBURG
DENVER
CHARLESTON, W. VA.
RICHMOND
NORFOLK-PORTSMOUTH
KANSAS CITY
BRISTOL-KINGSPORT-JOHNSON CITY
GREENSBORO-HIGH POINT-
WINSTON-SALEM
RALEIGH-DURHAM
KNOXVILLE
ASHEVILLE
CHATTANOOGA
CHARLOTTE
MEMPHIS
HUNTSVILLE
ATLANTA
BIRMINGHAM
JACKSONVILLE
NEW ORLEANS
HOUSTON
TAMPA-
ST. PETERSBURG-
CLEARWATER
WEST PALM BEACH
FORT LAUDERDALE
MIAMI
CULIACAN
SALTILLO
MAZATLAN
TAMPICO
GUADALAJARA
CHAPALA
MORELIA
MEXICO CITY
PATZCUARO
ACAPULCO
TAPACHULA

**PRINCIPAL COMPANIES**

The principal operating subsidiaries of UAL, Inc. are United Air Lines, Inc. (United) and Western International Hotels Company (Western International), both of which are wholly-owned. Certain subsidiaries of Western International have minority interests outstanding. The consolidated financial statements include the accounts of all significant majority-owned subsidiaries. All significant inter-company transactions have been eliminated.

**EARNINGS**

In 1973 consolidated net earnings of UAL, Inc. were $51,128,000, equal to $2.03 per share, compared with $20,376,000 or 80¢ per share in 1972. The net earnings by lines of business were:

| | 1973 | 1972 |
|---|---|---|
| Airline | $48,067,000 | $13,675,000 |
| Hotels | 3,061,000 | 6,701,000 |
| | $51,128,000 | $20,376,000 |

Net earnings for the hotels in 1972 included $3,324,000 representing a gain on the sale of a Canadian hotel less adjustments to investments in two other hotel properties.

Net earnings for the airline in 1973 included $2,990,000 as a result of United's receiving additional mail pay revenue applicable to prior years.

Airline expenses for 1973 reflect higher costs attributable to the energy situation, including additional depreciation provided by United on its aircraft equipped with non-fan engines. Reduced supplies and higher prices for aviation jet fuel have caused the non-fan DC-8, United's least fuel-efficient operating aircraft, to be subject to premature obsolescence. These factors also adversely affected the re-sale market for the B-720s, which United removed from service in 1972. After income taxes, the additional depreciation charges on these two non-fan aircraft types reduced 1973 net earnings by $6,827,000.

Earnings per share are after providing for dividends on the prior preferred stock and assume that the Series A preferred stock was converted to common stock at the beginning of each year. The average number of shares used in the computations was 24,899,119 in 1973 and 24,882,064 in 1972. The assumed conversion of outstanding convertible debentures would not have a dilutive effect on the per share results for either year.

**TRANSPORTATION REVENUE**

Airline passenger fares are recorded as operating revenue when the transportation is furnished. The value of unused tickets is carried in the financial statements under current liabilities. Other services, such as cargo, are not normally paid for in advance.

**INTEREST EXPENSE**

Interest on debt amounted to $61,541,000 in 1973 compared to $60,768,000 in 1972. The cost of additions to operating property and equipment includes interest capitalized on funds advanced to manufacturers and contractors during construction. After reflecting interest capitalized and interest income, net interest expense was $38,771,000 for 1973 and $45,761,000 for 1972.

**INCOME TAXES**

The companies' income tax expense for 1973 and 1972 consisted of:

| | 1973 | 1972 |
|---|---|---|
| Current— | | |
| Federal | $ — | $ — |
| State | 2,235,000 | — |
| Foreign | 1,251,000 | 1,833,000 |
| Deferred | 47,583,000 | 12,069,000 |
| | $51,069,000 | $13,902,000 |

The companies' policy is to record as tax expense for any period, the total Federal income taxes applicable to the income reported in the financial statements for that period regardless of when such taxes are actually paid. Total tax expense therefore includes provision for deferred income taxes, to recognize the tax effects of those items of expense which affect income for tax purposes in a period different from that in which they affect income for accounting and reporting purposes. The most significant of these timing differences relates to depreciation for which the companies' allowable tax deductions currently exceed depreciation expense recorded in the accounts because of the use for tax purposes of accelerated methods (instead of the straight-line method used for accounting purposes) and, in general, shorter lives. Other, less significant, timing differences include those arising from interest capitalized, pre-operating costs and self-insured losses.

Deferred taxes for 1973 are presently estimated to have arisen from:

| | |
|---|---|
| Depreciation differences and interest capitalized | $34,600,000 |
| Operating loss carry-forwards resulting from prior year timing differences | 8,800,000 |
| Other | 4,183,000 |
| | $47,583,000 |

At December 31, 1973, the companies had an estimated operating loss carry-forward of $120 million which arose from timing differences. Although income in future years will require provisions for Federal income taxes, the payment of up to $58 million of such taxes for the years 1974-1978 may be deferred by the application of the carry-forward.

The companies' policy is to flow through to earnings the benefits of investment tax credits only when such credits are actually used to reduce Federal income taxes paid. No investment credit benefits were realized nor reflected in earnings for

1973 and 1972. At December 31, 1973, an estimated $124 million of unused investment tax credits remain to reduce income taxes payable in future years. Of these unused credits, $7.4 million expire in 1974 and $61.9 million expire in 1976 through 1978. An operating loss carry-forward must be fully utilized before any investment credits can be used.

The provision for income taxes for 1972 is less than normal because most of the gain on the sale of a Canadian hotel was not subject to tax.

**PROPERTY AND EQUIPMENT**

Expenditures for property and equipment in 1973 totaled $127,646,000. Aircraft and related equipment accounted for $73,120,000 which included $28,443,000 of advance payments on aircraft for future delivery. In addition, United took delivery of two leased DC-10 and four leased B-747 aircraft valued at $136,269,000.

Commitments for property and equipment at year end approximated $350,856,000 after deducting $53,055,000 advance payments. The expenditures are forecasted to be $205,534,000 in 1974, $142,779,000 in 1975 and $2,543,000 in 1976. The major commitments are for 14 DC-10 aircraft.

Cash flow generated internally for the year 1973 amounted to $320,115,000.

**INSURANCE**

Insurance of types customary in the air transportation and hotel industries is carried in amounts deemed adequate to cover liability and property damage.

United follows a policy of providing a reserve for self-insurance through charges to earnings for the deductible portions of policies covering damage to its aircraft. Accumulated provisions for these self-insured risks were $31,613,000 at year end.

**DEBT**

A summary of long-term debt as of December 31 is as follows:

| | 1973 | 1972 |
|---|---|---|
| Senior Debt: | | |
| 4% Sinking fund debentures due 1981 | $ 56,000,000 | $ 64,000,000 |
| 5% Notes due 1984 | 60,000,000 | 60,000,000 |
| 5% Notes due 1985 | 175,000,000 | 175,000,000 |
| 6½% Notes due 1990 | 200,000,000 | 200,000,000 |
| 7½% Notes due 1990 | 150,000,000 | 150,000,000 |
| Mortgage notes, interest 5¾% to 11¼% | 84,837,000 | 77,308,000 |
| Term loan notes | — | 44,000,000 |
| Other | 12,988,000 | 22,392,000 |
| | $738,825,000 | $ 792,700,000 |
| Subordinated Debt: | | |
| 4¼% Convertible Debentures due 1992 | 130,807,000 | 130,807,000 |
| 5% Convertible Debentures due 1991 | 99,372,000 | 99,372,000 |
| Notes due 1974 | — | 2,000,000 |
| | $969,004,000 | $1,024,879,000 |

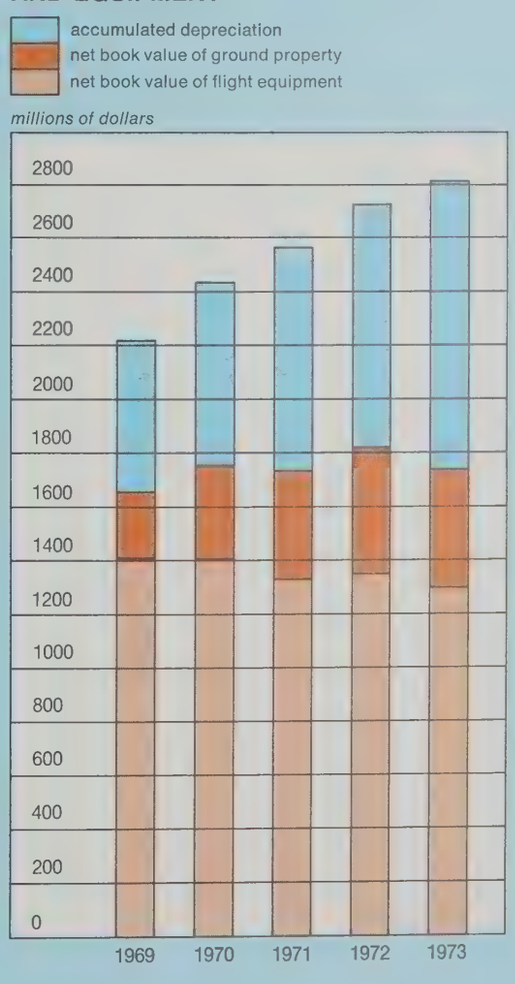
The $44 million of term loan notes outstanding as of December 31, 1972 represented borrowings under United's Revolving Bank Credit Agreement. By the end of the second quarter of 1973, all borrowings under this Agreement had been fully repaid and there were no subsequent borrowings during the remainder of the year. On November 1, 1973, at the request of United, funds available under this Agreement were reduced from $300 million to $100 million. The entire $100 million is available if needed, subject to normal closing conditions, with reductions of $15 million per quarter beginning on April 1, 1974 until October 1, 1975 when the Agreement terminates. Borrowings bear interest at the prime rate plus ¼%. The commitment fee is ½% per annum on unborrowed funds.

Sinking fund requirements and maturities of long-term debt for each of the next five years are:

| | |
|---|---|
| 1974 | $20,177,000 |
| 1975 | 24,385,000 |
| 1976 | 49,101,000 |
| 1977 | 55,612,000 |
| 1978 | 57,048,000 |

On or prior to December 1, 1981, each $100 principal amount of the 5% debentures is convertible, upon payment of $35 cash, into 2.44 shares of UAL, Inc. common stock, a conversion price of $55.32 per share.

**OPERATING PROPERTY AND EQUIPMENT**



On or prior to July 1, 1982, each $100 principal amount of the 4¼ % debentures is convertible, upon payment of $26 cash, into 1.62 shares of UAL, Inc. common stock, a conversion price of $77.79 per share.

Assets of subsidiaries, other than United, having an aggregate book value of approximately $149,540,000 are pledged under certain loan agreements. Approximately $10,500,000 of United's senior debt is secured under equipment purchase contracts. Also, 427,640 shares of the Series A preferred stock held in the treasury are subject to certain escrow arrangements under stock purchase contracts.

**DEPRECIATION**

Depreciation provisions are based on the straight-line method and various estimated useful lives for the different types of property. Flight equipment is depreciated, on the average, over a 14 year period to a nominal residual value.

The B-720 aircraft which were removed from service in 1972 have been written down to their residual value.

**LEASE OBLIGATIONS**

United currently leases 92 of its aircraft, the majority of which have terms of 15 years and expiration dates ranging from 1975 through 1988. Under the terms of leases for 30 of the aircraft, United has the right of first refusal to purchase the aircraft for fair market value at the end of the lease term. One leased DC-10 aircraft is subleased to another airline and will be returned to United in 1975. Other leases include airport passenger terminal space, aircraft hangars and related maintenance facilities, cargo terminals, flight kitchens and other equipment.

Majority-owned subsidiaries of Western International hold leases on six hotels expiring from 1982 through 2003. Most of these leases grant the lessee an option to renew.

Rental expense for 1973 and 1972 was comprised of:

| | 1973 | 1972 |
|---|---|---|
| Basic or minimum rentals— | | |
| Non-capitalized financing leases | $100,192,000 | $ 86,958,000 |
| Other | 13,238,000 | 11,760,000 |
| | $113,430,000 | $ 98,718,000 |
| Contingent rentals— | | |
| Non-capitalized financing leases | $ 1,673,000 | $ 1,203,000 |
| Other | 277,000 | 605,000 |
| | $ 1,950,000 | $ 1,808,000 |
| | $115,380,000 | $100,526,000 |

Financing leases, above, refer to leases which cover 75 per cent or more of the economic life of the property, or have terms which assure the lessor full recovery of his investment plus a reasonable return. Contingent rentals relate to hotel operations and are generally based on a percentage of operating profits.

As of December 31, 1973, the companies' commitments for minimum or fixed rentals were as follows:

| | Financing Leases | Other Leases |
|---|---|---|
| Payable during— | | |
| 1974 | $108,293,000 | $4,166,000 |
| 1975 | 102,715,000 | 3,711,000 |
| 1976 | 100,202,000 | 3,228,000 |
| 1977 | 98,745,000 | 2,802,000 |
| 1978 | 92,306,000 | 2,518,000 |
| 1979-1983 | 392,283,000 | 8,161,000 |
| 1984-1988 | 215,894,000 | 2,915,000 |
| 1989-1993 | 91,919,000 | 4,475,000 |
| 1994 and later | 96,879,000 | 2,704,000 |

The present values of minimum commitments for financing leases, based on interest rates implicit in the leases ranging from 5 to 11.25 per cent for aircraft and from 1.9 to 8.5 per cent for all other property (weighted average of 6.71 per cent for 1973 and 6.57 per cent for 1972), were:

| | December 31 | |
|---|---|---|
| | 1973 | 1972 |
| Airline— | | |
| Aircraft | $481,705,000 | $400,507,000 |
| Ground facilities | 245,384,000 | 213,219,000 |
| Other | 3,486,000 | 4,465,000 |
| Hotels | 84,639,000 | 63,173,000 |
| | $815,214,000 | $681,364,000 |

Assuming the companies were to have capitalized their financing leases, amortized the cost of the rights to the leased assets on a straight-line basis and reflected interest expense on the basis of the outstanding lease liability, net earnings would have been reduced by $7,811,000 in 1973 and $6,981,000 in 1972. This reduction in net earnings is caused by the aggregate of the assumed amortization ($63,993,000 in 1973 and $55,857,000 in 1972) and interest expense ($51,220,000 in 1973 and $44,526,000 in 1972) being greater than the actual rentals paid.

**PRE-OPERATING COSTS**

Aircraft introductory costs, such as training personnel to operate and maintain a new type aircraft, are deferred during the pre-introductory and introductory periods and amortized over the first three years of operation of the aircraft.

Pre-opening expenses for hotels are amortized over periods of three to five years or, in the case of some leased hotels, over the period (generally ten years) provided by the lease for such costs to be recognized in the computation of rentals.

**RETIREMENT PLAN EXPENSE**

The companies have various retirement plans under which substantially all of their approximately 56,000 employees participate or are eligible to participate. The total pension expense was $67,823,000 in 1973

and $61,669,000 in 1972 which amounts include, as to certain of the plans, amortization of unfunded prior service costs over a thirty-year period. Unfunded prior service costs are approximately $165,000,000 and arose primarily from 1972 amendments to the plans. The companies' policy is to fund pension cost accrued. At December 31, 1973, the pension funds' assets exceeded the actuarially computed value of vested benefits.

**STOCKHOLDERS**

Stockholders' equity at year end amounted to $713,782,000, up from $666,533,000 at December 31, 1972. Common and preferred shareholders at the close of the year totaled 53,047 compared with 49,910 at the end of 1972. In addition, 10,836 employees held stock under United's Employees' Stock Purchase Plan.

Shares of common stock outstanding increased 80,638 shares, from 21,097,041 at year end 1972 to 21,177,679 at the close of 1973.

Prior preferred stock outstanding decreased to 81,702 shares reflecting the retirement of 23,708 shares in 1973. Redemption of an additional 3,792 shares is required by June 1, 1978 and 4,770 shares by June 1 each year thereafter.

Series A preferred stock outstanding decreased by 80,638 shares through exercise of conversion privileges which became effective after July 31, 1973. This issue of stock is convertible into common stock on a share-for-share basis. Of the 4,175,701 shares issued, 454,261 are held in the treasury.

At December 31, 1973, there were 8,719,456 shares of common stock reserved for conversion of convertible debentures and the Series A preferred stock.

**STOCK OPTIONS**

Under qualified stock option plans, options for 124,975 shares of common stock were outstanding at December 31, 1972. During 1973, options for 51,175 shares expired and options for 108,550 shares were granted at a price of $23.63. At December 31, 1973, options for 182,350 shares at prices from $17.38 to $34.25 (weighted average $26.97) were outstanding and 115,225 shares were reserved for future options.

Qualified stock options for 36,465 shares of Series A preferred stock expired in October, 1973.

**DIVIDENDS**

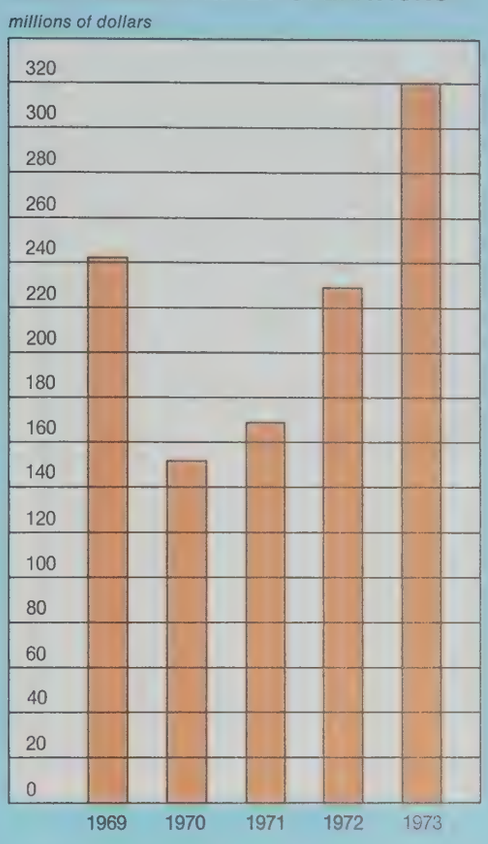
During 1973 quarterly dividends of $1.375, totaling $5.50 per share, were paid on the prior preferred stock and quarterly dividends of 10¢, totaling 40¢ per share, were paid on the Series A preferred.

In January, 1974, a common stock dividend of 12½¢ per share was declared, payable on March 15 to holders of record as of February 15. This was the first dividend paid to common shareholders since September, 1970. At the same time, the regular quarterly dividends on the prior preferred and Series A preferred were also declared.

**RETAINED EARNINGS**

Substantially all of the $242,275,000 of retained earnings is represented by undistributed earnings of subsidiaries. Of these undistributed earnings, $124,132,000 of United's retained earnings are restricted under certain of its financing agreements as to the payment of cash dividends.

**CASH GENERATED BY OPERATIONS**




**INVESTED CAPITAL**



| for the years ended December 31 | 1973 | 1972 |
|---|---|---|
| **Operating revenues:** | | |
| Airline— | | |
| Passenger | $1,749,389,000 | $1,549,285,000 |
| Freight | 140,222,000 | 130,113,000 |
| Mail and express | 49,007,000 | 42,013,000 |
| Other revenue, net | 35,575,000 | 25,870,000 |
| Mutual aid | (28,490,000) | (20,905,000) |
| Hotels | 114,565,000 | 101,981,000 |
| | $2,060,268,000 | $1,828,357,000 |
| **Operating expenses:** | | |
| Airline operations— | | |
| Flying and ground operations | $1,070,470,000 | $ 988,757,000 |
| Maintenance | 256,326,000 | 237,200,000 |
| Hotel operations | 85,389,000 | 76,698,000 |
| Depreciation and amortization | 199,189,000 | 183,197,000 |
| Sales and advertising | 191,579,000 | 175,369,000 |
| General and administrative | 95,139,000 | 82,596,000 |
| | $1,898,092,000 | $1,743,817,000 |
| **Earnings from operations before income taxes** | $ 162,176,000 | $ 84,540,000 |
| **Other deductions (income), net:** | | |
| Interest on long-term debt | $ 61,541,000 | $ 60,768,000 |
| Interest income | (17,668,000) | (5,262,000) |
| Interest capitalized | (5,102,000) | (9,745,000) |
| Property losses (gains) and adjustments, net | 5,360,000 | (2,647,000) |
| Non-operating aircraft expense | 15,211,000 | 6,066,000 |
| Other, net | 637,000 | 1,082,000 |
| | $ 59,979,000 | $ 50,262,000 |
| **Earnings before income taxes** | $ 102,197,000 | $ 34,278,000 |
| **Income taxes** | 51,069,000 | 13,902,000 |
| **Net earnings** | $ 51,128,000 | $ 20,376,000 |
| **Net earnings per share** | $2.03 | $ .80 |

The accompanying Financial Review is an integral part of these statements.

**LADY WITHOUT IDLE TIME**

Norma Jean Hartsell, a waitress at the Antlers Plaza Hotel, Colorado Springs, has been with the staff since the hotel opened seven years ago. She was a leader in organizing the Antler Plaza's first Christmas Party for handicapped and mentally retarded children, an annual event in which she remains active, serving as chairman in 1973. She is co-chairman of the Antlers Plaza Blood Bank, an officer of the Air Force Base NCO Wives Club, and has served as an officer and chairman of the hotel's Employees Council. Knowledgeable in applying first aid, she has come to the assistance of auto accident victims on seven occasions. Norma Jean is the mother of five children.



# Statements of Changes in Consolidated Financial Position

| for the years ended December 31 | 1973 | 1972 |
|---|---|---|
| **Working capital at beginning of year** | $ 23,334,000 | $ 69,680,000 |
| **Additions during year:** | | |
| Net earnings | $ 51,128,000 | $ 20,376,000 |
| Add expenses not requiring outlay of funds— | | |
| Depreciation and amortization | 199,189,000 | 183,197,000 |
| Depreciation on non-operating aircraft | 14,032,000 | 5,464,000 |
| Deferred income taxes | 47,583,000 | 12,069,000 |
| Other | 8,183,000 | 8,169,000 |
| Funds provided from operations | $320,115,000 | $229,275,000 |
| Sale of long-term debt— | | |
| Term loan notes | — | 44,000,000 |
| Other | 10,622,000 | 25,064,000 |
| Sale of capital stock | — | 389,000 |
| Other, net | 11,113,000 | (3,112,000) |
| | $341,850,000 | $295,616,000 |
| **Used during year:** | | |
| Purchase of and advances on flight equipment | $ 73,120,000 | $243,728,000 |
| Purchase of other property and equipment | 54,526,000 | 64,806,000 |
| Reduction of long-term debt— | | |
| Term loan notes | 44,000,000 | — |
| Other | 22,497,000 | 31,328,000 |
| Retirement of 5½% prior preferred stock | 2,371,000 | — |
| Dividends to stockholders | 2,012,000 | 2,100,000 |
| | $198,526,000 | $341,962,000 |
| **Net increase (decrease) in working capital** | $143,324,000 | $(46,346,000) |
| **Working capital at end of year** | $166,658,000 | $ 23,334,000 |

## CHANGES IN ELEMENTS OF WORKING CAPITAL

| | | |
|---|---|---|
| **Increase (decrease) in current assets:** | | |
| Cash and temporary investments | $161,528,000 | $(46,276,000) |
| Receivables | 24,898,000 | 35,228,000 |
| Expendable parts and operating supplies | 5,290,000 | (3,501,000) |
| Other | 1,099,000 | (1,380,000) |
| | $192,815,000 | $(15,929,000) |
| **Increase (decrease) in current liabilities:** | | |
| Long-term debt maturing within one year | $ (2,507,000) | $(12,764,000) |
| Accounts payable and accrued liabilities | 40,803,000 | 37,357,000 |
| Other | 11,195,000 | 5,824,000 |
| | $ 49,491,000 | $ 30,417,000 |
| **Net increase (decrease) in working capital** | $143,324,000 | $(46,346,000) |

The accompanying Financial Review is an integral part of these statements.

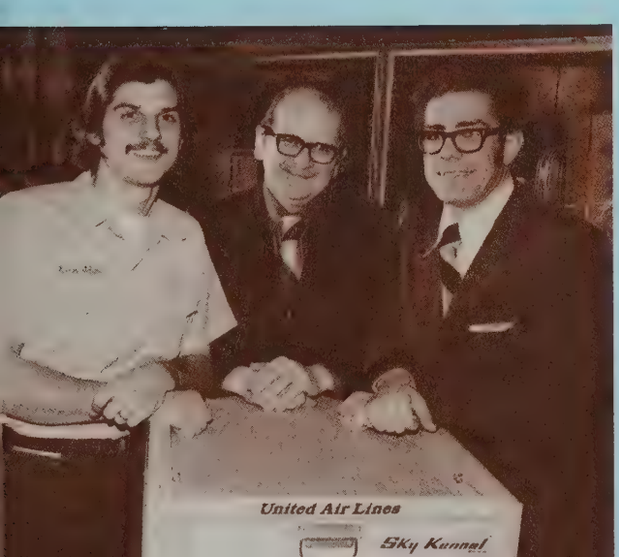
| as of December 31<br>ASSETS | 1973 | 1972 |
|---|---|---|
| **Current assets:** | | |
| Cash | $ 81,100,000 | $ 69,694,000 |
| Temporary investments, at cost which approximates market | 154,387,000 | 4,265,000 |
| Receivables, less allowance for doubtful accounts | 252,378,000 | 227,480,000 |
| Flight equipment expendable parts, at average cost, less obsolescence allowance (1973, $12,785,000; 1972, $8,653,000) | 76,494,000 | 73,697,000 |
| Maintenance and operating supplies, at average cost | 18,940,000 | 16,447,000 |
| Prepaid expenses | 19,196,000 | 18,097,000 |
| | $ 602,495,000 | $ 409,680,000 |
| **Operating property and equipment:** | | |
| Flight equipment, at cost | $2,073,694,000 | $2,012,883,000 |
| Less—Accumulated depreciation | 829,305,000 | 685,537,000 |
| | $1,244,389,000 | $1,327,346,000 |
| Advances on flight equipment purchase contracts | 53,055,000 | 70,253,000 |
| | $1,297,444,000 | $1,397,599,000 |
| Other property and equipment, at cost | $ 682,137,000 | $ 639,231,000 |
| Less—Accumulated depreciation | 251,957,000 | 217,578,000 |
| | $ 430,180,000 | $ 421,653,000 |
| | $1,727,624,000 | $1,819,252,000 |
| **Other assets:** | | |
| Receivables and investments | $ 59,547,000 | $ 63,803,000 |
| Aircraft introductory costs and hotel preopening expenses, being amortized | 9,437,000 | 11,900,000 |
| Other | 18,093,000 | 34,976,000 |
| | $ 87,077,000 | $ 110,679,000 |
| | $2,417,196,000 | $2,339,611,000 |

The accompanying Financial Review is an integral part of these statements.

**MAN'S BEST FRIEND BEFRIENDED**

The life of a cherished pet was saved through fast action by these employees at O'Hare International Airport, Chicago—(from left), Keith Davidson, ramp serviceman; Ken Massara, supervisor of passenger services; Dave Deron, customer services agent. Three young people brought their terrier, "Fred," to O'Hare for shipment to the West Coast. They had given the dog tranquilizer pills as prescribed, but the dosage apparently was too heavy. Shortly after the young owners left, the terrier collapsed. Deron and Davidson removed "Fred" from the shipping kennel and rushed the stricken animal to Ken Massara. While Massara phoned an animal hospital to arrange for emergency treatment, Deron and Davidson applied heart massage and other resuscitation measures. This saved the dog's life, according to the veterinarian who revived "Fred" at the animal hospital.

| LIABILITIES AND STOCKHOLDERS' EQUITY | 1973 | 1972 |
|---|---|---|
| **Current liabilities:** | | |
| Long-term debt maturing within one year | $ 20,177,000 | $ 22,684,000 |
| Accounts payable and accrued liabilities | 336,787,000 | 295,984,000 |
| Advance ticket sales and customer deposits | 63,041,000 | 50,959,000 |
| Accrued interest on long-term debt | 15,832,000 | 16,719,000 |
| | $ 435,837,000 | $ 386,346,000 |
| **Long-term debt** | $ 969,004,000 | $1,024,879,000 |
| **Deferred credits and reserves:** | | |
| Deferred income taxes | $ 240,846,000 | $ 193,760,000 |
| Accumulated provision for self-insured risks | 31,613,000 | 29,600,000 |
| Other | 25,290,000 | 37,967,000 |
| | $ 297,749,000 | $ 261,327,000 |
| **Minority interest in subsidiaries** | $ 824,000 | $ 526,000 |
| **Stockholders' equity:** | | |
| 5½% cumulative prior preferred stock, $100 par value; authorized and outstanding 81,702 shares | $ 8,170,000 | $ 10,541,000 |
| Preferred stock, no par value; authorized 16,000,000 shares; issued 4,175,701 shares of Series A $.40 cumulative (convertible), involuntary liquidation value, $25 per share, aggregating $104,393,000 | 20,879,000 | 21,282,000 |
| Common stock, $5 par value; authorized 50,000,000 shares; outstanding 21,177,679 shares | 105,888,000 | 105,485,000 |
| Additional capital invested | 338,688,000 | 338,184,000 |
| Retained earnings | 242,275,000 | 193,159,000 |
| Less—454,261 shares of Series A $.40 cumulative preferred stock held in treasury—at cost | (2,118,000) | (2,118,000) |
| | $ 713,782,000 | $ 666,533,000 |
| | $2,417,196,000 | $2,339,611,000 |



# UAL, Inc. Statements of Consolidated Additional Capital Invested and Retained Earnings

| for the years ended December 31 | 1973 | 1972 |
|---|---|---|
| **Additional capital invested:** | | |
| Balance at beginning of year | $338,184,000 | $337,264,000 |
| Add amount arising from— | | |
| Sale of capital stock | — | 326,000 |
| Subsidiary added through pooling of interests | — | 594,000 |
| Redemption of prior preferred stock | 504,000 | — |
| Balance at end of year | $338,688,000 | $338,184,000 |
| **Retained earnings:** | | |
| Balance at beginning of year | $193,159,000 | $173,576,000 |
| Add: | | |
| Net earnings | 51,128,000 | 20,376,000 |
| Prior years retained earnings for subsidiary added through pooling of interests | — | 1,307,000 |
| | $244,287,000 | $195,259,000 |
| Deduct: | | |
| Cash dividends— | | |
| Prior preferred stock—$5.50 per share | $ 494,000 | $ 580,000 |
| Series A preferred stock—$.40 per share | 1,518,000 | 1,520,000 |
| | $ 2,012,000 | $ 2,100,000 |
| Balance at end of year | $242,275,000 | $193,159,000 |

The accompanying Financial Review is an integral part of these statements.

## Auditors' Report

To the Stockholders and Board of Directors, UAL, Inc.:

We have examined the statements of consolidated financial position of UAL, Inc. (a Delaware corporation) and subsidiary companies as of December 31, 1973 and 1972, and the related statements of earnings, additional capital invested and retained earnings and changes in financial position for the years then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the accompanying financial statements present fairly the financial position of the companies as of December 31, 1973 and 1972, and the results of their operations and changes in their financial position for the years then ended, in conformity with generally accepted accounting principles consistently applied during the periods.

Chicago, Illinois
February 11, 1974

Arthur Andersen & Co.

# 10 Year Statement of Consolidated Earnings

| for the years ended December 31 | 1973 | 1972 | 1971 | 1970 | 1969 | 1968 | 1967 | 1966 | 1965 | 1964 |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | *figures shown in thousands* | | | | | |
| **Operating revenues** | | | | | | | | | | |
| Airline | | | | | | | | | | |
| Passenger | **$1,749,389** | $1,549,285 | $1,348,605 | $1,354,106 | $1,312,465 | $1,114,904 | $ 969,485 | $734,185 | $710,428 | $599,566 |
| Freight | **140,222** | 130,113 | 115,973 | 110,468 | 108,048 | 85,837 | 78,739 | 64,408 | 46,227 | 37,049 |
| Mail and express | **49,007** | 42,013 | 41,523 | 44,952 | 48,832 | 46,832 | 37,993 | 32,656 | 31,002 | 27,557 |
| Other, net | **7,085** | 4,965 | 20,955 | (7,927) | 8,201 | 14,120 | 12,721 | 25,654 | 5,102 | 5,225 |
| Hotels | **114,565** | 101,981 | 90,514 | 88,471 | 90,345 | 85,216 | 81,909 | 69,201 | 49,578 | — |
| | **$2,060,268** | $1,828,357 | $1,617,570 | $1,590,070 | $1,567,891 | $1,346,909 | $1,180,847 | $926,104 | $842,337 | $669,397 |
| **Operating expenses** | | | | | | | | | | |
| Airline operations | | | | | | | | | | |
| Flying and ground operations | **$1,070,470** | $ 988,757 | $ 888,093 | $ 893,973 | $ 782,379 | $ 671,358 | $ 554,608 | $438,134 | $394,085 | $331,035 |
| Maintenance | **256,326** | 237,200 | 209,067 | 234,073 | 216,531 | 203,543 | 189,362 | 150,580 | 141,583 | 127,279 |
| Hotel operations | **85,389** | 76,698 | 68,647 | 67,019 | 67,948 | 62,613 | 60,671 | 52,787 | 38,325 | — |
| Depreciation and amortization | **199,189** | 183,197 | 168,099 | 168,701 | 145,541 | 105,286 | 81,073 | 73,951 | 64,829 | 60,834 |
| Sales and advertising | **191,579** | 175,369 | 159,764 | 168,082 | 154,687 | 137,641 | 122,061 | 91,417 | 79,234 | 69,577 |
| General and administrative | **95,139** | 82,596 | 81,429 | 71,263 | 71,197 | 61,809 | 53,200 | 40,610 | 32,285 | 25,183 |
| | **$1,898,092** | $1,743,817 | $1,575,099 | $1,603,111 | $1,438,283 | $1,242,250 | $1,060,975 | $847,479 | $750,341 | $613,908 |
| **Earnings (loss) from operations** | **$ 162,176** | $ 84,540 | $ 42,471 | $ (13,041) | $ 129,608 | $ 104,659 | $ 119,872 | $ 78,625 | $ 91,996 | $ 55,489 |
| Other deductions, net | **59,979** | 50,262 | 48,394 | 37,216 | 41,538 | 17,607 | 4,990 | 12,973 | 11,920 | 9,389 |
| Income taxes | **51,069** | 13,902 | (852) | (9,380) | 40,388 | 40,631 | 38,688 | 26,530 | 32,990 | 18,768 |
| **Net earnings (loss)** | **$ 51,128** | $ 20,376 | $ (5,071) | $ (40,877) | $ 47,682 | $ 46,421 | $ 76,194 | $ 39,122 | $ 47,086 | $ 27,332 |
| Less: | | | | | | | | | | |
| Cash dividends on preferred stock | **2,012** | 2,100 | 2,100 | 1,368 | 631 | 696 | 730 | 756 | 783 | 809 |
| Cash dividends on common stock | **—** | — | — | 13,818 | 18,424 | 18,390 | 17,226 | 14,502 | 11,822 | 9,815 |
| Cash dividends of subsidiary prior to pooling | **—** | — | — | — | 583 | 566 | 517 | 494 | 429 | — |
| **Earnings (loss) reinvested in the business** | **$ 49,116** | $ 18,276 | $ (7,171) | $ (56,063) | $ 28,044 | $ 26,769 | $ 57,721 | $ 23,370 | $ 34,052 | $ 16,708 |
| Add: | | | | | | | | | | |
| Amounts paid in by stockholders and net earnings of previous years reinvested in the business | **664,666** | 648,257 | 652,299 | 624,869 | 597,253 | 571,110 | 502,622 | 413,872 | 266,380 | 225,337 |
| **Leaving a balance owned by the stockholders** | **$ 713,782** | $ 666,533 | $ 645,128 | $ 568,806 | $ 625,297 | $ 597,879 | $ 560,343 | $437,242 | $300,432 | $242,045 |

The above data for years subsequent to 1964 include Western International Hotels Company.



**SERVICE—A WAY OF LIFE**

Chris Spellman, a flight attendant based at Denver, spends a large part of her spare time working on projects for the Boys Club of America. Her charges, aged 7 to 18, are Black and Mexican-American. In addition to teaching them decoupage and other crafts, she arranges tours of airport installations, prepares food for a concession stand at the boys' football games, and serves as a guidance counselor. She organized a Boys Christmas Choir and is presently arranging a series of hikes and field trips. She also is doing research on a program designed to build self-confidence in members of her group and to relieve insecure feelings related to racial origins. Chris Spellman is married to a football coach.

# UAL, Inc. 10 Year Comparative Statistics

| | 1973 | 1972 | 1971 |
|---|---|---|---|
| **FINANCIAL** | | | |
| Net working capital at 12/31 (000's)* | $ 166,658 | $ 23,334 | $ 69,680 |
| Capital expenditures (000's)* | 127,646 | 308,534 | 151,261 |
| Per common share—*Adjusted for 1966 two-for-one stock split:* | | | |
| Net earnings (loss)* | $ 2.03 | $ .80 | $ (.36) |
| Cash dividends paid | — | — | — |
| Stockholders' equity at 12/31* | 28.34 | 26.59 | 25.79 |
| Shares outstanding at 12/31: | | | |
| Preferred | 3,803,142 | 3,907,488 | 3,900,403 |
| Common—*Adjusted for 1966 stock split* | 21,177,679 | 21,097,041 | 20,923,865 |
| Number of common stockholders | 51,231 | 48,123 | 51,940 |
| Operating earnings (loss) as % of revenues* | 7.9% | 4.6% | 2.6% |
| Revenue as % of invested capital* | 121.0% | 106.7% | 97.3% |
| Return on investment** | 6.3% | 4.5% | 3.5% |
| **OPERATING** | | | |
| Airline | | | |
| *Mileage, passenger and ton mile figures shown in thousands* | | | |
| Revenue airplane miles flown | 403,267 | 406,184 | 411,352 |
| Revenue passenger miles | 29,121,456 | 26,952,153 | 23,602,146 |
| Revenue passengers | 31,176 | 29,591 | 26,048 |
| Available seat miles | 52,150,319 | 49,359,145 | 47,324,513 |
| Available ton miles | 7,813,084 | 7,487,478 | 7,188,377 |
| Revenue ton miles | 3,747,063 | 3,499,732 | 3,129,068 |
| Passenger ton miles | 2,912,101 | 2,695,125 | 2,360,140 |
| Freight ton miles | 650,297 | 616,346 | 582,220 |
| Mail ton miles | 164,524 | 170,651 | 170,022 |
| Express ton miles | 20,141 | 17,610 | 16,686 |
| Percent of scheduled miles flown | 98.8% | 98.5% | 98.6% |
| Passenger load factor | 55.8% | 54.6% | 49.9% |
| Payload factor | 48.0% | 46.7% | 43.5% |
| Passenger revenue per passenger mile | $ .060 | $ .057 | $ .057 |
| Revenue per ton mile of payload: | | | |
| Passenger | $ .601 | $ .575 | $ .571 |
| Freight | .216 | .211 | .199 |
| Mail | .222 | .211 | .206 |
| Express | .335 | .340 | .351 |
| Average | .516 | .493 | .481 |
| Operating expense: | | | |
| Per revenue ton mile | $ .479 | $ .472 | $ .478 |
| Per available ton mile | .230 | .220 | .208 |
| Number of aircraft in fleet at 12/31 | 369 | 363 | 381 |
| Hotels | | | |
| Occupancy | 76.3% | 73.9% | 71.8% |
| Average daily rate | $ 30.34 | $ 28.02 | $ 27.51 |
| **PERSONNEL** | | | |
| Airline | | | |
| Average number of employees | 49,009 | 48,230 | 48,213 |
| Employee wages and benefits (000's) | $ 832,660 | $ 797,059 | $ 725,995 |
| Investment in assets per employee | $ 44,556 | $ 45,058 | $ 42,966 |
| Hotel employees | 6,999 | 5,459 | 4,948 |

*The data for years subsequent to 1964 include Western International Hotels Company.
**Pertains only to the airline.

| 1970 | 1969 | 1968 | 1967 | 1966 | 1965 | 1964 |
|---|---|---|---|---|---|---|
| 36,595 | $ 38,097 | $ 48,228 | $ 297,218 | $ 228,821 | $ 138,863 | $ 13,762 |
| 262,909 | 284,912 | 598,214 | 284,662 | 199,684 | 170,193 | 140,771 |
| (2.33) | $ 2.12 | $ 2.08 | $ 3.65 | $ 2.03 | $ 2.71 | $ 2.03 |
| .75 | 1.00 | 1.00 | 1.00 | .94 | .88 | .75 |
| 25.15 | 28.18 | 26.62 | 24.62 | 19.83 | 13.92 | 17.31 |
| 3,901,232 | 112,239 | 125,380 | 130,380 | 135,150 | 139,920 | 144,690 |
| 18,424,065 | 18,424,059 | 18,424,058 | 18,378,104 | 16,586,686 | 13,759,890 | 13,146,892 |
| 60,561 | 55,740 | 54,198 | 43,351 | 41,214 | 28,017 | 28,933 |
| (.8)% | 8.2% | 7.8% | 10.2% | 8.5% | 10.9% | 8.3% |
| 97.1% | 100.0% | 91.1% | 93.4% | 91.3% | 107.0% | 119.1% |
| 1.2% | 6.1% | 5.6% | 8.3% | 6.5% | 9.4% | 8.3% |
| 439,462 | 423,413 | 384,493 | 325,492 | 246,001 | 241,440 | 206,260 |
| 25,280,807 | 25,484,753 | 22,182,801 | 18,766,754 | 13,387,538 | 12,384,683 | 10,060,980 |
| 28,527 | 30,109 | 27,221 | 23,947 | 18,333 | 17,340 | 14,630 |
| 48,734,160 | 47,586,298 | 40,477,439 | 31,378,657 | 23,252,306 | 22,387,519 | 18,670,200 |
| 7,337,114 | 7,036,309 | 5,872,511 | 4,619,302 | 3,375,657 | 3,127,677 | 2,580,846 |
| 3,284,986 | 3,234,585 | 2,802,376 | 2,361,829 | 1,710,625 | 1,512,266 | 1,217,143 |
| 2,528,046 | 2,457,830 | 2,132,972 | 1,799,971 | 1,282,358 | 1,187,727 | 965,738 |
| 545,102 | 568,389 | 476,040 | 417,182 | 325,380 | 231,114 | 171,493 |
| 188,645 | 184,525 | 170,814 | 122,993 | 83,770 | 73,084 | 62,085 |
| 23,193 | 23,841 | 22,550 | 21,683 | 19,117 | 20,341 | 17,827 |
| 96.7% | 97.9% | 98.5% | 98.6% | 98.4% | 98.4% | 98.6% |
| 51.9% | 53.6% | 54.8% | 59.8% | 57.6% | 55.3% | 53.9% |
| 44.8% | 46.0% | 47.7% | 51.1% | 50.7% | 48.4% | 47.2% |
| .054 | $ .052 | $ .050 | $ .052 | $ .055 | $ .057 | $ .060 |
| .536 | $ .534 | $ .523 | $ .539 | $ .573 | $ .598 | $ .621 |
| .203 | .190 | .180 | .189 | .198 | .200 | .216 |
| .211 | .219 | .228 | .251 | .308 | .321 | .335 |
| .328 | .350 | .350 | .328 | .357 | .372 | .380 |
| .460 | .454 | .445 | .460 | .486 | .521 | .546 |
| .464 | $ .420 | $ .416 | $ .418 | $ .459 | $ .466 | $ .504 |
| .208 | .193 | .199 | .214 | .232 | .225 | .238 |
| 376 | 391 | 372 | 344 | 318 | 292 | 260 |
| 75.2% | 78.1% | 80.3% | 81.2% | 79.8% | 76.7% | — |
| 26.69 | $ 24.82 | $ 22.20 | $ 20.25 | $ 18.60 | $ 16.68 | — |
| 52,079 | 50,761 | 48,210 | 43,914 | 39,067 | 34,934 | 32,877 |
| 738,301 | $ 638,358 | $ 553,973 | $ 456,359 | $ 367,166 | $ 328,549 | $ 297,911 |
| 39,362 | $ 38,330 | $ 37,270 | $ 34,699 | $ 31,366 | $ 28,396 | $ 22,778 |
| 5,514 | 5,870 | 5,510 | 5,349 | 4,643 | 4,036 | — |

# UAL, Inc. 10 Year Statement of Consolidated Financial Position

| as of December 31 | 1973 | 1972 | 1971 | 1970 | 1969 | 1968 | 1967 | 1966 | 1965 | 1964 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Assets** | | | | *figures shown in thousands* | | | | | | |
| Current assets— | | | | | | | | | | |
| Cash and securities | $ 235,487 | $ 73,959 | $ 120,235 | $ 55,630 | $ 57,887 | $ 68,106 | $ 308,438 | $ 252,031 | $ 180,523 | $ 28,728 |
| Receivables | 252,378 | 227,480 | 192,252 | 199,647 | 181,699 | 163,150 | 150,596 | 122,916 | 92,206 | 80,615 |
| Maintenance and operating supplies | 95,434 | 90,144 | 93,645 | 93,073 | 77,809 | 74,826 | 64,112 | 49,302 | 36,880 | 33,933 |
| Prepaid expenses | 19,196 | 18,097 | 19,477 | 15,084 | 14,191 | 11,315 | 10,167 | 7,016 | 7,068 | 3,821 |
| | $ 602,495 | $ 409,680 | $ 425,609 | $ 363,434 | $ 331,586 | $ 317,397 | $ 533,313 | $ 431,265 | $ 316,677 | $147,097 |
| Operating property and equipment, net | 1,727,624 | 1,819,252 | 1,724,607 | 1,748,812 | 1,660,792 | 1,522,497 | 1,041,869 | 845,953 | 705,222 | 595,208 |
| Other assets | 87,077 | 110,679 | 82,454 | 67,449 | 55,573 | 43,219 | 27,884 | 24,795 | 22,515 | 6,563 |
| **Total assets** | $2,417,196 | $2,339,611 | $2,232,670 | $2,179,695 | $2,047,951 | $1,883,113 | $1,603,066 | $1,302,013 | $1,044,414 | $748,868 |
| **Liabilities** | | | | | | | | | | |
| Current liabilities | $ 435,837 | $ 386,346 | $ 355,929 | $ 326,839 | $ 293,489 | $ 269,169 | $ 236,095 | $ 202,444 | $ 177,814 | $133,335 |
| Long-term debt | 969,004 | 1,024,879 | 979,082 | 1,045,750 | 927,615 | 866,218 | 690,020 | 562,785 | 481,091 | 298,900 |
| Deferred credits and reserves | 297,749 | 261,327 | 252,160 | 237,143 | 200,510 | 148,183 | 114,208 | 97,451 | 83,745 | 74,588 |
| | $1,702,590 | $1,672,552 | $1,587,171 | $1,609,732 | $1,421,614 | $1,283,570 | $1,040,323 | $ 862,680 | $ 742,650 | $506,823 |
| Minority interests in subsidiaries | $ 824 | $ 526 | $ 371 | $ 1,157 | $ 1,040 | $ 1,664 | $ 2,400 | $ 2,091 | $ 1,332 | — |
| **Stockholders' equity** | | | | | | | | | | |
| Prior preferred stock | $ 8,170 | $ 10,541 | $ 10,541 | $ 10,624 | $ 11,224 | $ 12,538 | $ 13,038 | $ 13,515 | $ 13,992 | $ 14,469 |
| Preferred stock—Series A | 20,879 | 21,282 | 21,246 | 21,246 | 21,246 | — | — | — | — | — |
| Common stock | 105,888 | 105,485 | 104,619 | 92,120 | 92,120 | 92,120 | 91,890 | 82,933 | 68,799 | 65,734 |
| Subsidiary capital prior to pooling | — | — | — | — | — | 17,274 | 6,874 | 6,782 | 5,400 | — |
| Additional capital invested | 338,688 | 338,184 | 337,264 | 266,187 | 266,015 | 267,100 | 266,463 | 209,653 | 111,252 | 103,785 |
| Retained earnings | 242,275 | 193,159 | 173,576 | 180,747 | 236,810 | 208,847 | 182,078 | 124,359 | 100,989 | 58,057 |
| Less—Treasury stock—Series A | (2,118) | (2,118) | (2,118) | (2,118) | (2,118) | — | — | — | — | — |
| | $ 713,782 | $ 666,533 | $ 645,128 | $ 568,806 | $ 625,297 | $ 597,879 | $ 560,343 | $ 437,242 | $ 300,432 | $242,045 |
| **Total liabilities and stockholders' equity** | $2,417,196 | $2,339,611 | $2,232,670 | $2,179,695 | $2,047,951 | $1,883,113 | $1,603,066 | $1,302,013 | $1,044,414 | $748,868 |

The above data for years subsequent to 1964 include Western International Hotels Company.

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## Shares Listed

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Pacific Coast Stock Exchange

*Series A Preferred Stock*

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231 South LaSalle Street
Chicago, Illinois 60604

## Executive Offices

*UAL, Inc. and United Air Lines, Inc.*

Mailing Address: P.O. Box 66100
Chicago, Illinois 60666
Location: 1200 Algonquin Road
Elk Grove Township, Illinois

*Western International Hotels Company*

The Olympic Hotel
Seattle, Washington 98111

## Annual Meeting

The annual meeting of Stockholders
will be held at the Executive Offices
of the Corporation, 1200 Algonquin
Road, Elk Grove Township, Illinois
at 10 o'clock on Thursday,
April 25, 1974



# Mainliner

November, 1972

United Air Lines

AR33

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Suiting the American Man since 1887 · HART SCHAFFNER & MARX

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Mainliner

**In this issue:**

On the cover: The art of motion, captured in this abstract photo by Tom Roshkind of Stott Shot, is part of the irresistible lure of skiing.

**How To Go Skiing Without Going Bankrupt** . . . . . **4**
Free-lance writer and bargain hunter Carol Spelius advises of the many ways skiers can save money on vacations with a little forethought, planning and self-discipline.

**The New Look** . . . . . **6**
Have you noticed? We've redecorated. Staff writer Dennis Cline gives you a guided tour of what's new on the Friend Ship, inside and out.

**Luggage: It's a Whole New Bag!** . . . . . **8**
*Mainliner* brings you up to date on bags and baggage—new styles, new fabrics, new concepts—for that weekend jaunt or lengthy sojourn.

**Skylarks: Selected Vacation Tours from *Mainliner*** . . . . . **25**
This month *Mainliner* begins a new feature, bringing you news of vacation tours designed by United Air Lines to make traveling worry-free and economical. Learn how you can save up to 30 per cent on your next air vacation.

## You are invited to take Mainliner with you

Volume 16 • Number 11 • November 1972

Mainliner

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**Staff:**
James A. Kennedy, director of public relations
Robert L. Fienberg, manager of publications
Tom Cavanaugh, managing editor
Charles Seiler, advertising and promotion manager
Tony Arnone, advertising sales manager
Carole Metschke, editorial assistant
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# Chicago crossroads

In my school days, I recall reading about difficulties overcome in building the first transcontinental railroad. It was an exciting chapter in the nation's development—rail lines pushing westward from Omaha and eastward from Sacramento until they were joined in 1869 at Promontory Point near Ogden, Utah.

The commercial airline equivalent of this event took place at Chicago in 1927 and as far as I can learn, it went largely unnoticed at the time. What happened was this: In 1920, the Post Office Department began operating air mail service between New York and San Francisco. The service was then turned over to private operators. In July 1927, Boeing Air Transport inaugurated scheduled service between Chicago and San Francisco. In September of the same year, National Air Transport began flying the Chicago-New York route.

Connection of these pioneer airlines at the Chicago Municipal Airport (now Midway Airport) made it possible to travel coast-to-coast on scheduled air carriers. Some old-timers tell us that in the beginning few took advantage of the link. One of the main drawbacks was the fact that National Air Transport preferred to fly mail, and in fact was reluctant to carry passengers.

We are told that National's Chicago-New York mail planes had two pits—one for the pilot, the other for cargo. Those who first ventured over the route as passengers were provided with goggles and coveralls and, on occasion, parachutes as well. They rode in the cargo pit, seated on sacks of mail, and they could be removed at any stop if space was needed to board mail. The one-way fare was a flat $200.

In contrast, Boeing Air Transport encouraged air travel. Early Boeing mail planes had a small cabin which accommodated two passengers. The one-way Chicago-San Francisco fare was $200. Thus, the total cost of a coast-to-coast trip was $400—well over three times the present coach fare. There were many stops and the minimum flying time from San Francisco to New York was 32 hours, compared with five hours today.

Boeing, National and two other airlines offering service along the Pacific coast were subsequently joined to form United's basic route system. It was logical for United to establish its headquarters at Chicago, junction point of the first coast-to-coast air service and, as it turned out, the nation's principal traffic center for air transportation. United, incidentally, is the only transcontinental airline based at the Chicago hub.

The routes pioneered by National and Boeing became the backbone of United's system, linking most of the country's major cities and favorite vacation areas. Hawaiian routes were added later and in 1961 the Southeast and Great Lakes routes of Capital Airlines were obtained by merger, resulting in the most extensive domestic service offered by a single carrier.



Any city United serves is, in effect, a doorway to the nation at large for whatever travel purpose—business, pleasure or personal—and we assure you a cordial reception at our door and all the way to your destination.

Edward E. Carlson

EDWARD E. CARLSON
President, United Air Lines


HOW
TO GO
SKIING
WITHOUT
GOING
BANKRUPT

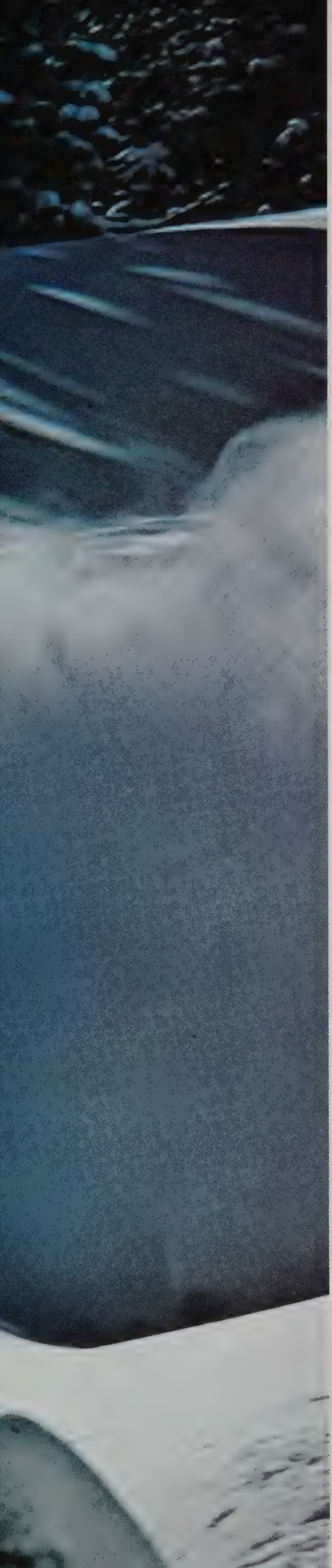


Photo by Peter Runyon/Vail Photo

Skiing is still skiing, whether you're dressed in the latest fashion or your brother's hand-me-downs.

BY CAROL SPELIUS

Skiing is a sport of kings, and a ski trip can cost a king's ransom—but not necessarily. Just as weight watchers try to *think thin,* so skiers can *think thrifty.* Once you establish that state of mind, stretching the ski dollar becomes more of a game than a pain. The best approach is to use a pocket computer, ask questions and swing loose.

While still planning your trip at home, it pays to plan out loud. Your skiing friends can give you expert advice, and first chance at any ski equipment they might want to sell. And relatives can give you ski-oriented gifts for Christmas, birthdays and other special occasions. Welcome anything from a Chapstick to sleeping bag space in a condominium.

If you have to buy equipment and clothing, you can save money at end-of-season clearance sales or swap-shops. There are also several lines of moderately priced ski-wear that are well made, practical, color-coordinated, warm, comfortable and well designed. If you choose conservatively on major purchases and get your kicks with wild scarves and crazy caps, you'll find you can wear your ski clothes season after season. Parkas can do double duty for school coats, supermarket shopping, boating and camping. And, if you stick to the darker colors, you will have fewer cleaning bills.

A great *apres* ski wardrobe is to enjoy, enjoy. But at most resorts a sports coat for the man, a long wool skirt or pants suit for the woman, all worn with the standard turtle neck, can serve for evenings without stressing the budget or the baggage limit.

If you are outfitting a family, renew the old art of hand-me-down. (Unisex must have started here.) Warmups are great. They fit nobody, and anything can be worn under them—blue jeans, slacks or pajama bottoms.

When buying new equipment, turn a deaf ear to the salesman touting the latest racing gear—unless you are a racer. The extra high boots and stiffer skis do not help the recreational skier to ski better; they are higher priced and may endanger his limbs, costing even more. If you buy standard boots and good metal skis, keep the boots polished and avoid running over rocks and into trees, the equipment should last many seasons. And, if necessary, through numerous hand-me-downs.

One of the most disconcerting expenses of skiing, and one our family has never licked, is the replacing of misplaced mittens, dark glasses, sweaters, parkas, knapsacks and ski poles. Another expense of the same ilk is loss by theft. If a thief steals your skis, he's also ruined your trip. The same, but often broken, rule fits both types of losses: If you can't hang on to it, lock it up.

If you Think Snow all year 'round, you can more easily borrow from your summer vacation allowance to pay for your winter trip. If you feel yourself weakening during fishing season, show your old ski movies and read last year's ski magazines. Also, talk up the thrills and joys of skiing so that the family is happy to sacrifice a new couch or a trip to the Bahamas for an eagerly anticipated ski holiday.

If you have a family of six with mostly teenagers, you may save more renting a condominium and doing your own cooking. If you don't like playing with figures and this whole aspect of planning confuses you, get your travel agent to help you.

Study the ski resort literature on special package deals and learn-to-ski weeks. If the right package isn't there, work out your own.

(Continued on Page 11)

Photo by James E. McWayne



Talk is an inexpensive *apres* ski activity, made festive with cups of wine.

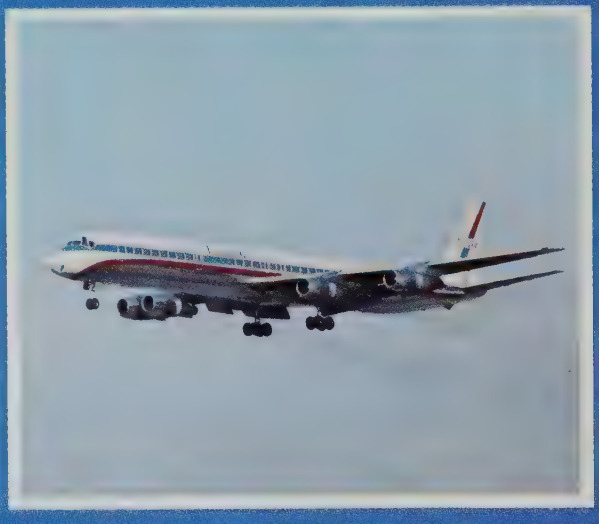


The 747 First Class lounge has been expanded by nearly 33 per cent and brightened up with colorful new motifs, like the East theme.



Seating is a kaleidoscopic experience amid Hawaiian orchid, avocado, fuschia, new gold and Chinese Orange.

Four stars and a wide stripe will soon be seen on all our aircraft.






Overhead stowage compartments on 727s and DC-8s bring wide-bodied convenience to narrow-bodied jets.

Photo by Sal Hernandez

# NEW LOOK



BY
DENNIS CLINE

We call it the "New Look."

It's a kaleidoscope of colors, fabrics and conveniences designed to give United's standard size jet fleet a modern flair in syncopation with the pulse of today's younger generation. You might call it the "now look."

For the next several months United's jets will be undergoing one of the most extensive interior redesign programs ever undertaken by any airline. As explained by Edward E. Carlson, president and chief executive officer of United: "We are incorporating many features of our wide-bodied 747 and DC-10 aircraft into our standard size fleet with the intention of making every plane more comfortable and appealing from the passengers' viewpoint."

On long-range and Super DC-8s and Boeing 727s we're installing enclosed overhead stowage compartments, along with new decorative side-wall panels and lighting. Standard DC-8s as well as Boeing 727s and 737s will be outfitted with "table for two" coach seating, which allows the center seat back to fold down into a table when loads permit, thus providing passengers with greater comfort.

More passenger room is being provided in the coach cabins of the "stretch" 727 and 737 fleets by adding two more inches of space between seats. Standard 727s and 737s are being fitted with carry-on garment bag/baggage compartments, allowing for the convenient stowage of hand carried items. The compartments are located in the first cabin adjacent to the forward entrance.

Meanwhile we're continuing to modify the upper-deck lounge in our 747 Friend Ship fleet by adding 14 windows and four seats and nearly 33 per cent more space. Four thematic designs—Hawaii, East, California and Northwest—are being used to make the lounges brighter.

Part of United's fleet refurbishment program involves the redecorating of plane interiors, with heavy emphasis on modern color. Responsible for putting the "hue" into our "New Look" is Chicago industrial design consultant Franz Wagner, the dean of aircraft interior designers. His color lineup includes Hawaiian orchid, avocado, fuchsia, "new" gold and Chinese orange.

(Continued on Page 17)



# LUGGAGE: IT'S A WHOLE NEW BAG

Not so long ago, buying luggage was a relatively easy matter. You picked out a brand, a color and a size and that was that.

But how things have changed! Now luggage is as varied as the people who buy it—rigid, soft or in between; leather, vinyl, linen, suede; orange or blue, charcoal or pink; with zippers, buckles, straps and locks.

How to decide which one's for you? Maybe we can help. *Mainliner* talked to United's baggage experts, to manufacturers and retailers and to people all over the country who repair luggage. And we've brought together a sampling of what's new and what's good in luggage.

So whether you're backpacker or businessman, wayout or conservative, man or woman, we think you'll find something here you like.

What should you expect from a good piece of luggage? First and foremost you should expect it to protect. It should protect from water and dirt. From punctures and tears. And from accidental openings.

Then you should expect it to hold what you want to put in it. But it



Photo by Ken Goetz




1. Hartmann's "Escape" series—Skidaddle shoulder tote. From the Friend Ship Store* for $53.

2. Shoulder tote by Lark, $30 from the Friend Ship Store.

3. Another Hartmann "Escape", Hit the Road dufflebag. Available through the Friend Ship Store for $73.

4. Lark's Cosmetic Tote is $30 at the Friend Ship Store.

5. Skyway's Outdoor Twist 21" Pullman, shown here in Oh-Oh Orange. At the Friend Ship Store for $27.50.

6. Reversed cowhide two-suiter by French, $195.

7. Ventura's XL-27 Jumbo Pak for men or women sells for $65.

8. Men's two-suiter from Samsonite Silhouette. $55 at major department and luggage stores.

9. Samsonite Silhouette ladies' Pullman, here in Wild Strawberry, is $55.

10. Airline Textiles introduces the Crest line, exclusive to the Friend Ship Store. This mini-duffle is $14.

11. "Escape" with Hartmann's Split knapsack from the Friend Ship Store, $63.

12. Skyway's shoulder bag in Yummy Yellow is $27.50 at the Friend Ship Store.

13. French's 23" Pullman is shown here in leather trimmed hopsacking. $100.

14. Carry-on bag from Skyway, here in Go-Go Green, is available at the Friend Ship Store for $29.50.

15. Skyway's 26" Pullman, $65 from the Friend Ship Store.

16. The Skypack by Skyway folds over for easy carrying. From the Friend Ship Store, $30.

17. Lark's Tripper, men or women's garment bag, handles like a suitcase. $35 at your local Lark retailer.

*You can order from the Friend Ship Store with the handy order blank inside the catalogue, located in your seat pocket. Or write: Friend Ship Store, P.O. Box 509, Des Moines, Iowa 50302.

shouldn't be so large that you can't carry it easily. And finally you should expect it to be attractive, stylish and a reflection of your personality.

Because it serves as a buffer zone between the harsh world and your personal belongings, it might show some battle marks.

Do be realistic in what you pack.

Don't pack camera equipment, jewelry, prescription drugs and other valuable items in luggage that is to be checked. We don't like to lose your luggage—but sometimes we do. And your luggage will go through some bumps and grinds in its journey, so don't pack those delicate glass candlesticks you are taking home to Aunt Mildred.

(Continued on Page 18)

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| ALBUQUERQUE, Sunport | 842-8733 | DES MOINES, Municipal | 285-4004 | MANCHESTER, N.H. | 668-1005 | RIVERSIDE, Calif. | To Open Soon |
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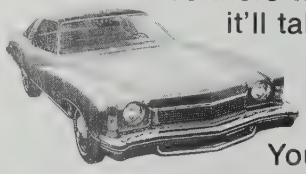
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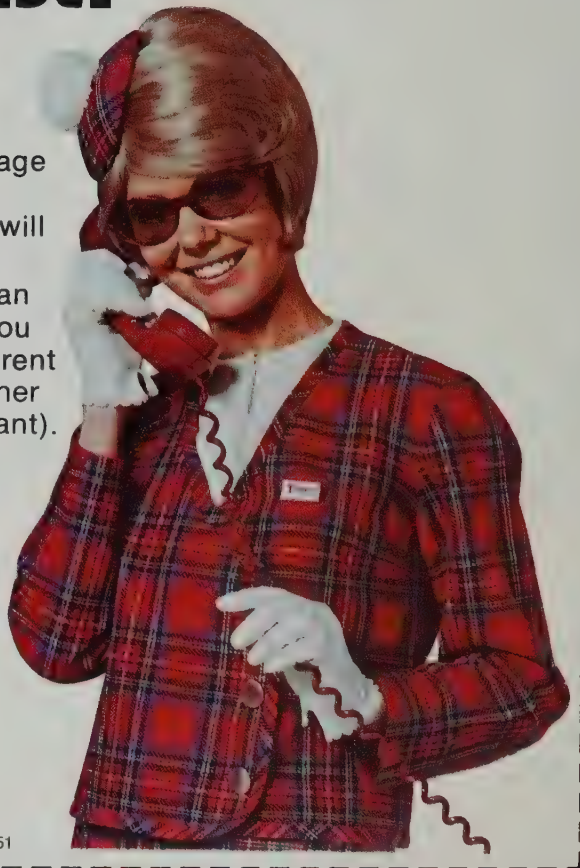
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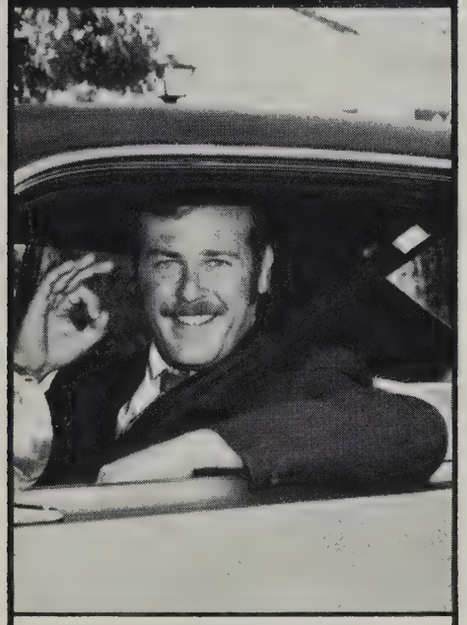
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(Continued from Page 5)





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If you don't mind cold weather, skiing in January is always a bargain. Special learn-to-ski rates are on at many resorts, the slopes are safer because there are fewer people, you get more skiing because there are fewer lines, and you learn more in the less crowded classes. Restaurants give better service, you sleep better, the snow remains powdery and virgin. (You can avoid frostbite with extra underwear and extra coffee breaks—and if this gives you goose bumps, *your* best bet is to go skiing in March and save some other way.)

If you are single and want to take lessons, like the swinging atmosphere at the height of the season and eat a lot, you may choose a complete ski package that includes room, lift ticket, ski-lessons, air fare and all meals, family style.

In this jet age, spending time is the greatest extravagance; so unless you live in ski country, to go is to fly. Sometimes ski resorts and airlines advertise their luxury accommodations, but if you ask, they will tell you about their stripped-down prices. The frills will be gone, but you will ski the same mountain and ride in the same plane.

Most ski areas are not adjacent to jet runways, so for those last miles into the resort, transportation decisions become financially critical, depending on weather, road conditions, how many there are in your party and how

(Continued on Page 13)


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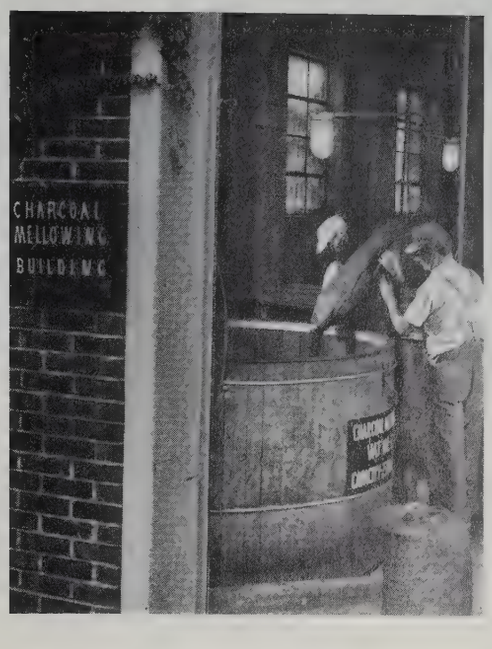
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From the New York Sheraton it's just a quick sprint northward to Lincoln Center where you can steep yourself in culture...the Metropolitan Opera, the New York Philharmonic and the New York State Theatre. Pick up tickets for that night and pay for them with the Money Card.



Meet your ancestors at the Museum of Natural History.

But you can't live on culture alone. So start with lunch at the Forum of the Twelve Caesars where the door is thrown wide open to Money Cardmembers. After a superb artichoke stuffed with foie gras and mustard cream, try the mountain trout Tiberius—herbed and laced with wine. For the bill, try the Money Card.

Next, check your calendar. If it's Wednesday, you may be lucky enough to get last-minute tickets for a Broadway matinee. But it doesn't take any luck to pay for them—the Money Card is good at every box office of every Broadway theatre.



To make your tour of the Statue of Liberty complete, take a New Yorker with you. It might start a trend.

Use the intermission to advantage. Call the Rainbow Room for dinner reservations. Here in the RCA Building, 65 stories over Manhattan, the food is as breathtaking as the view. And the Money Card will pick up the check.



Some twenty minutes north of Lincoln Center sits a piece of the Middle Ages: The Cloisters.

After the Rainbow Room and Lincoln Center, try to get lots of sleep. You'll need it for the next day of your West Side exposé.

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After a terribly extravagant lunch at Romeo Salta's hail a taxi for your ride to the airport. Then head home on your favorite airline and on the Money Card.

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AMERICAN EXPRESS
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(Continued from Page 11)

much you want to save. If the weather is good, chartered plane is fast but expensive, unless you can share. (Ask around.) If the weather is bad, the flight may be cancelled. Limousine or cab is luxurious and dependable, but also can be expensive. Again, however, costs can be shared. Bus is dependable and effortless on your part and the most economical unless there are many of you.

If you like to drive, you may prefer rental car. (More chance to share. Just ask any skier going your way.) If you have a large family in tow, rental car is usually cheaper than bus. You may rent the car for your entire stay, to avoid a drop-off charge. With a rental car you also gain flexibility on lodging and meals through driving to outlying ma and pa motels with cheaper rates or to less expensive restaurants or to the grocery store.

If you pack a knapsack, sandwiches for lunch on the mountain save money. (Even with no cook and no kitchen, you can save money with pocket snacks: wrapped cheeses, nuts, fruitcake, raisins, chocolate.)

The longer you stay at a resort, the more skiing you get for your dollar. One or two big trips cost less than weekend trips spread throughout the winter season. If you ski at a well-known resort, you can count on easier travel arrangements, well-groomed slopes and trained ski patrols with adequate medical facilities and evacuation procedures. The ski-lift ticket is about the same everywhere, and cheaper by the week than by the day. A few places honor age, youth and families.

Some lucky skiers who make business trips across the continent during ski season can coordinate business with pleasure. For instance, if you live in the East and have business to tend to in San Francisco, you can schedule a stopover at Reno and ski Tahoe, Mt. Rose, Squaw or Hidden Valley. If you are attending a conference in Los Angeles, you can stop over at Denver and ski at Steamboat Springs or Arapahoe. A trip from Chicago to Seattle or Portland can easily include a stopover at Boise with a vacation in Sun Valley. Business in Denver makes a weekend at Snowmass, or even one day's skiing at Vail, worthwhile. If you are so lucky as to have business calls in Salt Lake City, you are less than an hour away from half a dozen ski resorts. If you have a mate who wants

(Continued on Page 14)




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(Continued from Page 13)

to join you but doesn't like to read or shop or wait, you can meet at the resort. He or she can fly there, tour based (rock bottom air fare with a prepaid sum at the resort).

You probably won't spend much time in your room at a ski resort. So all you really need are a comfortable bed, a convenient bathroom and some storage space. Dormitory rooms aren't bad if you are traveling light and aren't afraid of strangers. You can find comfortable chairs for reading and a fireplace to chat by in the lobby.

Some people have saved money by buying a condominium and renting to other skiers when they are not using it. Because of the rising cost of accommodations, the idea sounds good on paper. Actually, it sometimes proves more of a convenience than an economy. If you have many skiing friends willing to pay rent, you might end up with a rent-free stay for yourself. And you might not. You could end up with a large tax bill, rising maintenance costs and a very intense headache.

Sometimes it is the *apres* ski that hurts your credit card. If you want to avoid spending money after the ski lift closes, keep in mind the free things: swimming, listening, watching, talking, reading, sleeping. If you use up your energy on the ski slopes you will find it easier to skip some of the nighttime activities. (You can party better later at lower altitudes and lower prices.)

A heated pool at your resort has something for everybody: for a bachelor, the view is great for girl-watching; for anybody, the view is great. Swimming also can make the shopper forget the shops. The children use up excess energy, while parents soak their sore muscles and socialize. And it's all for free!

If you are a family, take advantage of being together. Enjoy each other. Converse. Play games, play cards, play guitars. Tell stories. Read aloud. Have on hand some goodies for late hour snacks. Use your hot-pot for instant drinks: clear soups, hot chocolate, coffee, tea. You can mix powdered orange juice in a bathroom glass.

Most of us eat and drink too much while on vacation. Skiers probably support more bars and restaurants than any other group of vacationers. It is a paradox, since neither gourmet food nor liquor enhances your skiing. Both are expensive and either can be detrimental. Ten extra pounds around the middle when you are in the high altitude puts an added strain on both heart and lungs, causing fatigue. While skiing, fatigue often leads to injury. Altitude also increases the effect of alcohol. The effect of a hangover on the accident rate is sizable. By sticking to a simple wholesome diet and moderation in drinking, you can be a healthier, happier, safer skier—and a more solvent one.

One last word about safety and your pocketbook. Most skiers are fatalists. They shrug off the fact that skiing and plaster seem to go together like bagel and lox, and figure it won't happen to them. But it can. So ski under control, look out for the other guy and get off the skis when you're tired or don't feel well. It's a joyous sport if we can keep control of the costs and the injuries. None of us want to be one of the 50,000 fractures. Every budget can do without that.

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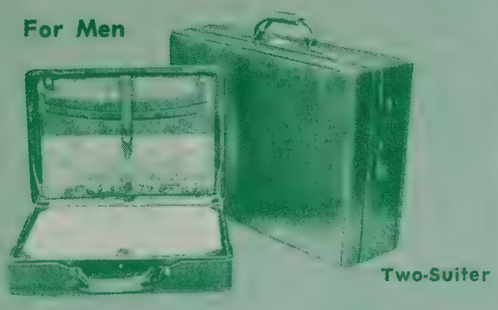

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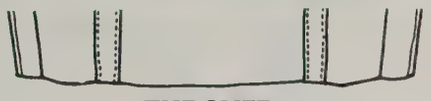
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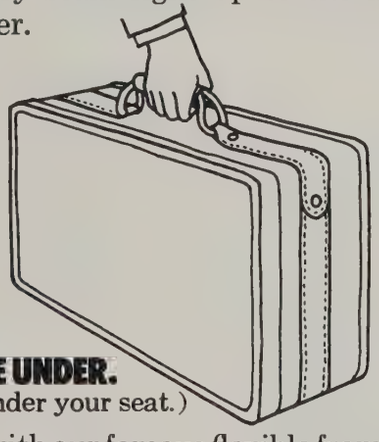
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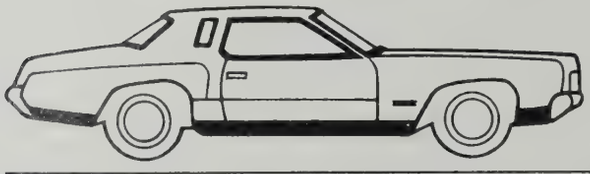
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(Continued from Page 7)

Wagner, no stranger to design evolutions, started the move toward more colorful and attractive aircraft interiors back in the mid-50s when he was commissioned to redesign United's DC-6 fleet interiors. Up until that time, planes came in one basic color—gray. "They all looked like military planes," Wagner said. He ordered a change to gold, aqua and rose—unheard-of colors for airplanes at that time. Passengers expressed a preference for the brighter, less clinical looking interiors and soon other airlines followed suit.

Since then, Wagner has been involved with virtually every design adopted for United's various aircraft. With the design of the DC-8 interior, he introduced a new color—a combination of beige and pink, which he called "peige."

"Our new interiors are an expression of our times," explains Wagner. "We're all becoming less inhibited and young people, who are predominant in numbers, predominantly influence our mode of life. You might say I'm appealing to that orientation."

In addition to interior changes, the outer appearance of United's fleet also is being altered. Four blue stars appear on both the tails and fuselages, and other exterior changes give the fleet a more modern look. (The stars, by the way, signify United's four predecessor companies: Varney Air Lines, National Air Transport, Pacific Air Transport and Boeing Air Transport.)

All in all, we think you'll like the appearance of the "New Look."

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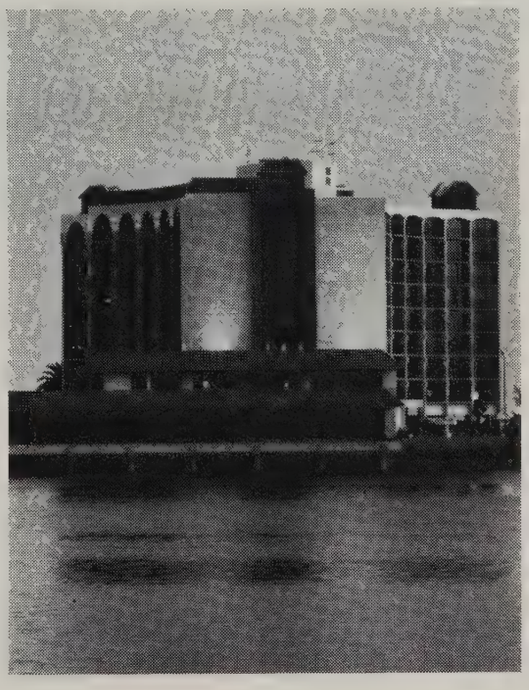
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TRAVELODGE

(Continued from Page 9)

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Many types of luggage are not designed to be checked. Lightweight garment bags, knapsacks and similar items are not made to withstand the many handlings they go through in the checking process. All of our aircraft cabins are equipped with storage areas to hang garment bags and, in many instances, to stow "special care" objects—a painting, a guitar. You also can bring aboard carry-on luggage which fits under your seat if it conforms with Federal Aviation Administration regulations. Total dimensions—height, width and depth—should not exceed 45 inches. The recommended combination of dimensions is 23″ x 13″ x 9″. Carrying your bag saves you time and insures that it arrives when and where you do.

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# TAKEOFF...Mainliner's Travel Guide

**The Skiers' Airline:** United Air Lines brings more skiers to more mountains in the U.S. every year than all other airlines combined. And this season United offers a larger selection of ski tours than any other airline. The debut of "Skylarks" in this issue of *Mainliner* gives you just an inkling of what's available. There are 43 basic ski packages with a host of variations. High season and low season rates, accommodations from dormitories to condominiums, lessons and special discounts on air fare are just a few of the options available. A special tour offered only by United allows you to ski for a week in the winter and return in the summer for fishing or hiking. And keep your eye out for Starr Walton, United's skiing representative, torch carrier for the 1960 Olympics at Squaw Valley and member of the 1964 U.S. Women's Olympic Ski Team at Innsbruck. She'll be touring the country promoting United's ski program. Starr has skied the world and she knows where it's happening. And it's all happening on United.

**The Franklin Mint:** American currency is produced by government-owned mints but the coins of Panama, the Bahamas, Trinidad, Tobago and Jamaica are produced by the largest private mint in the world—The Franklin Mint. Just 17 miles southwest of Philadelphia in Franklin Center, The Franklin Mint is the only private mint in America which produces foreign currency. But foreign coins are just a small part of the mint's operation. It is best known for its high-quality limited edition art and commemorative medals which usually are issued in series related to a particular theme. These pieces are eagerly sought after by collectors throughout the world. Some of the Franklin Mint's better known series are the *Presidential Commemorative Medals, The Genius of Michelangelo, Treasures of the Louvre, Roberts Birds* and the annual U.N. Peace Medal. The creation of a medal or coin involves artists, sculptors, engravers, die-makers and a host of other craftsmen. You are invited to watch these skilled people at work Monday through Friday when the mint conducts free tours. It's best to call a day ahead to confirm a time—call Guest Relations at 215-459-6168. Special group tours may be arranged by writing in advance to The Franklin Mint, Franklin Center, Pennsylvania 19063.

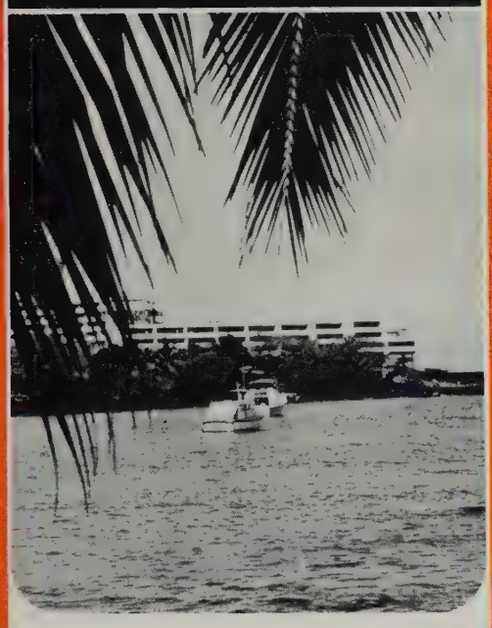
**The Whales Are Coming, The Whales Are Coming:** From late November 'til January, whale-hunting boats head out into the Pacific from San Diego every day. No, the boats are not bent on killing this endangered mammal—they are carrying passengers to observe the herds of whales which migrate each year from their summer home in the Bering Sea to Baja California, Mexico, where they bear their young. With the unchanging instinct of the species, the whales pass closest to land near San Diego each year. Boats offer daily outings during the migratory season and usually have on deck a narrator who is an expert in the field. If you've never seen this exciting spectacle, check with your hotel or the San Diego Visitors Bureau for boat schedules.

**Chic A L'Afrique:** Over 250 examples of textiles, jewelry and personal ornaments from Black Africa have been brought together by the Museum of Modern Art in New York in a comprehensive exhibit of African Textiles and Decorative Arts. Sponsored by the Standard Oil Company of New Jersey and the National Endowment for the Arts, the show includes textiles ranging from East African bark cloth to cut-pile embroidery from Zaire to strip weave from Upper Volta. Body ornaments of gold, silver, iron, ivory, leather and other materials are exhibited. Other decorative objects include fans, combs, hairpins and a collection of hats, crowns and feather topknots, displayed in a "hat bar." A special audio-visual presentation acquaints visitors with the concepts of body decoration employed by African tribes. The exhibit will run through January 31, 1973, at the Museum of Modern Art and then travel to Los Angeles, San Francisco and Cleveland.

**San Francisco For Kids:** "What do we do today, Mommy?" is an oft-sounded cry of vacationing youngsters. If you are vacationing with the family in or around San Francisco, an answer is at hand. *Where To Go and What To Do With the Kids in San Francisco* by Mary and Richard D. Lewis is a handy pocket guide for tourist and resident alike. It lists outdoor adventures, children's concerts, free tours, child-oriented museums, special interest classes and organizations, key tourist spots and a host of other activities. It also gives such useful tips as directions, hours, admission fees (many of the activities listed are free) and bus routes as well as some gems of miscellanea. For example, the Winchester Mystery House, a maze of 160 rooms, 10,000 windows, 2,000 doors, numerous staircases, blind closets and secret passageways, was built at a cost of $5 million to confuse the evil spirits that haunted an eccentric heiress. Are you interested in a part-time job at the Exploratorium of Science, Technology and Human Perception? This fascinating museum encourages touching, feeling and manipulating of exhibits and pays high school students to explain what visitors are perceiving. *Where To Go and What To Do in San Francisco* is published by Price/Stern/Sloan in Los Angeles and is available in most West Coast book and gift shops for $2.95.

**High-Flying Football:** Not only is football a veritable institution in most American households during the autumn months, but it has expanded its audience to the Friendly Skies. Since late last month, all non-stop afternoon and evening flights between New York and San Francisco or Los Angeles have been presenting the NFL Game of the Week in addition to some of the best first-run movies of the year. And in case you hadn't noticed, all of our DC-10s are now equipped to show movies on non-stop flights from New York and Washington, D.C., to San Francisco and Los Angeles, joining the rest of United's transcontinental fleet with this capacity.





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# AWAY FROM THE MADDING CROWD

BY C. J. METSCHKE

When you press the buzzer on the wall of Concourse E at O'Hare International Airport, you'll walk into a suite of quiet, comfortable, well-appointed rooms. You're likely to be greeted by a lovely, soft-spoken woman who checks your membership card and then invites you to have coffee or a drink at the bar, or to sit down and watch television, read the latest newspapers and magazines, have a conference with your associates or just relax in the lobby in deep-cushioned leather chairs. The room is United's Red Carpet Room, a privilege of dues-paying 100,000 Mile Club members. (Members of the club have flown 100,000 miles and pay dues of $25 a year or $250 for a lifetime.) The woman is Millie Smith, one of the Red Carpet Room hostesses.

Although she's new on the job at the O'Hare room, Millie's no stranger to air travel or to United. Before she came to the Red Carpet Room, she worked for six years in United's ticket office in downtown Chicago. "All the hostesses have some experience in ticketing or reservations. That's an important part of our job," she explains. As for travel, for many years she made the baseball scene with her husband, Al Smith, right fielder for the pennant-winning Cleveland Indians of 1954 and the Chicago White Sox of 1959.

So Millie knows the sometimes grueling schedule traveling athletes keep. And she knows that most of them just want to sit and relax when they come into the Red Carpet Room. "A lot of athletes come into our room during layovers. Retired Chicago Bears' halfback Gail Sayers is one of our favorites. When he was on crutches last year with a knee injury, the girls couldn't do enough for him."

Superstars and big names come and go hourly in the Red Carpet Room. For some of them it's a quiet retreat. They are rarely bothered by autograph seekers and star watchers, Millie notes. "Sometimes one of our members will come up and say, 'Who is that guy? The face looks familiar, but . . .' I tell him it's Celebrity X and that's the end of it."

On a typical day Dinah Shore and Burt Reynolds might stop in early for a cup of coffee, Phyllis Diller will come by to make some phone calls and Shelley Berman will entertain an entourage of children sitting at his feet. One of the stars who does cause quite a stir, says Millie, is Bob Hope. "He's so friendly and outgoing—we love to have him come in.

"But most of our members are non-celebrities," Millie says. "They are mainly businessmen. Our job is to be helpful, but not pushy. We want to make our members comfortable. We make hotel reservations, arrange rental cars, reserve seats for them on their flight, do whatever we can to make their travels more pleasant."

Many businessmen have the logistics of traveling already worked out for them by their offices. "The best feature of the Red Carpet Room for these men is our conference rooms," Millie says. Businessmen can fly into O'Hare (or any of the other 16 Red Carpet Rooms), meet their associates, have a meeting and fly home again without worrying about transportation downtown, traffic jams and other problems of a strange city. "We urge them to reserve the conference rooms far in advance, though," Millie warns, "because they are so popular."

For Millie, work in the Red Carpet Room is pleasant and enjoyable—and busy. The phone rings softly—someone wants central reservations. She gives him the number. A man comes to the desk whose flight on another airline had been cancelled. He is worried that his checked luggage won't be transferred to the United flight. Millie makes a phone call and assures him that it will be. Another man wants to know the best route downtown to the First National Bank Building. Millie points it out on the city map hanging on the wall. Through all this the buzzer chimes and there are cards to check, parties to page, old friends to share a few words with.

"We see several hundred people a day through here," Millie says. "There's a lot to do but most people are so nice, it's hardly a chore. It really gets hectic during bad weather, though, like a snowstorm. One couple last winter was traveling through Chicago on their way to Allentown. They couldn't get out because the snow had caused almost all eastbound flights to be cancelled. They finally got so desperate they told me to put them on the next flight to anywhere. I got them seats on one of our planes, hotel reservations and a car. They spent a marvelous week in Las Vegas!"

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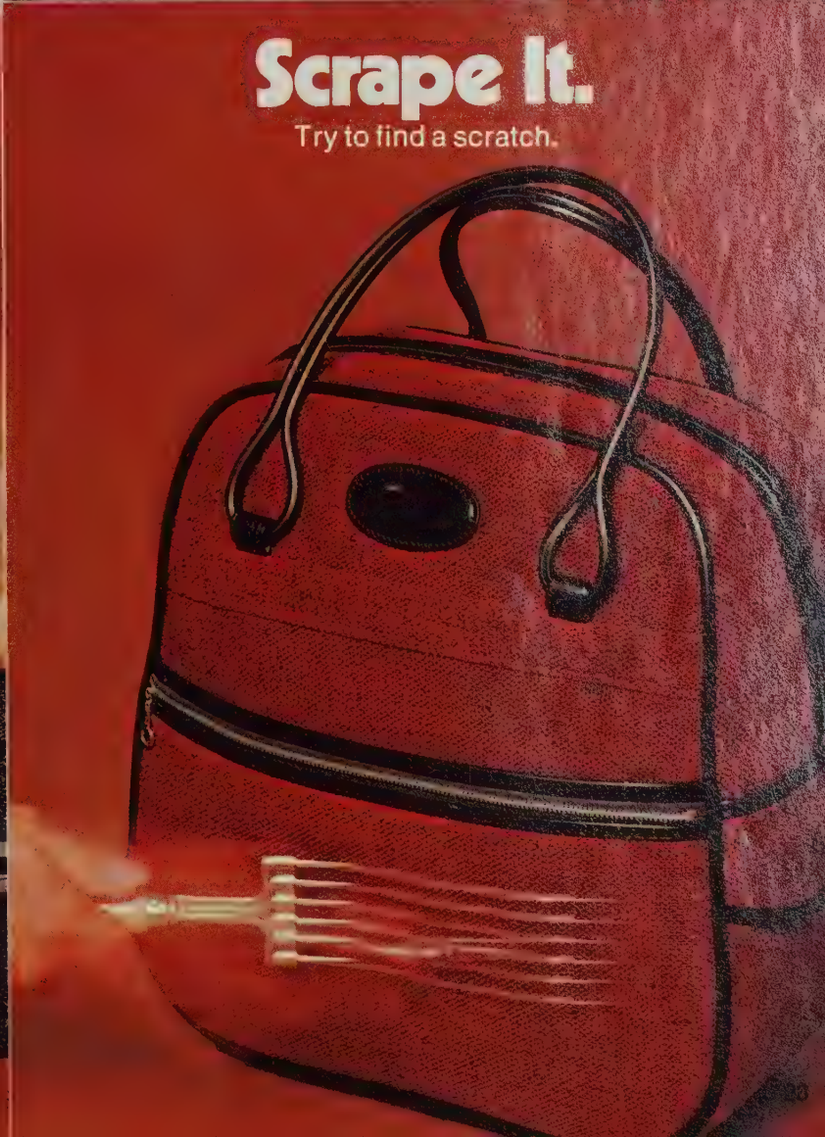
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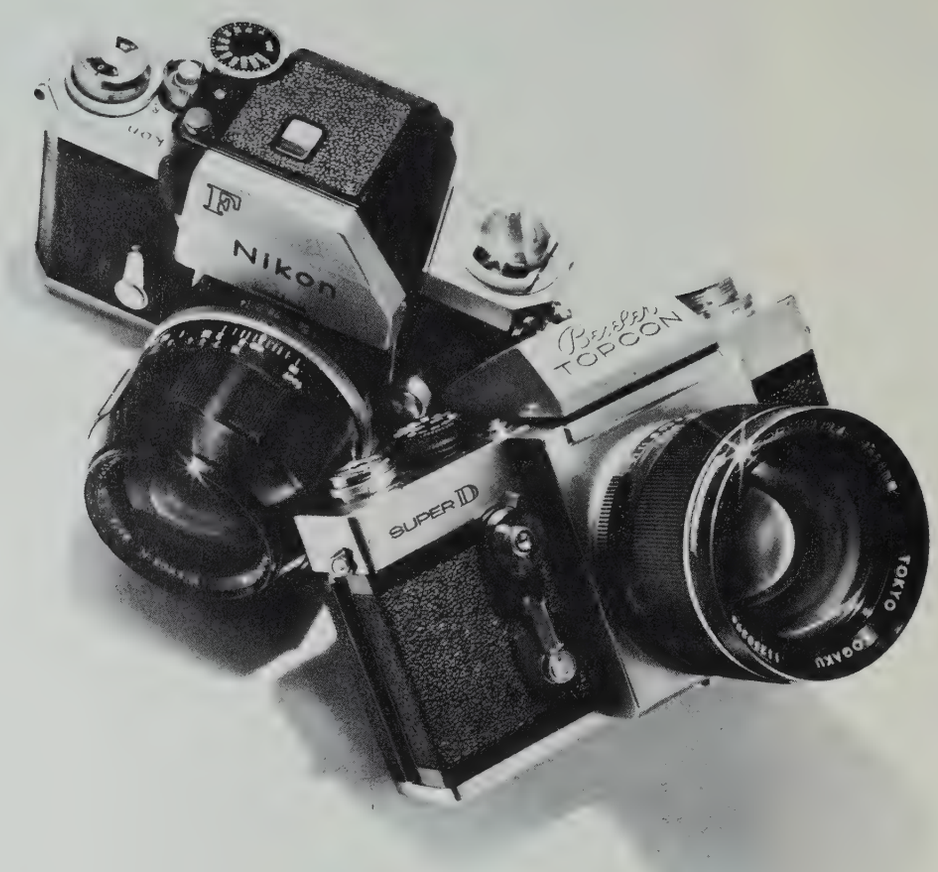








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Want to save up to 30 percent on your next vacation flight? And, at the same time, take the worry out of hotel reservations, rental car arrangements and unexpected expenses? Skylarks is a new feature in *Mainliner* Magazine, bringing you a selection of carefully chosen package tours from the more than 200 offered by United Air Lines. The tours *Mainliner* selects will be chosen for their broad appeal, convenience and economy. They're designed to help you plan your vacation and to insure a good time after you get there, without spending a fortune.

We think you'll like Skylarks. It's part of *Mainliner's* continuing effort to keep readers informed on all phases of air air travel.

It's easy to take advantage of Skylarks. Inserted between pages 26 and 27 is a business reply card. (If the card is missing, ask a cabin attendant for a copy of *Mainliner* containing the card.) Check off the tours you're interested in, drop the card in the mail or hand it to one of the United stewards or stewardesses aboard your flight.

**THIS MONTH: SKI THE WEST**

Ski the West is the first in the series of Skylark vacations. We think this is an appropriate beginning, since United is the "skier's airline." United carries more skiers on more flights to more gateway cities than any other airline. In the West, you can easily reach all the major ski areas through one of these United cities: Denver, Grand Junction, Salt Lake City, Boise, Reno, Sacramento, Stockton, San Francisco, Seattle, Portland or Vancouver.

**COLORADO/NEW MEXICO**
United offers package tour ski vacations to most of the major ski areas in Colorado and New Mexico, including Aspen/Snowmass, Arapahoe Basin, Breckinridge, Crested Butte, Copper Mountain, Keystone, Steamboat Springs, Sunlight, Telluride, Vail and Winter Park (all in Colorado) and Taos in New Mexico.

They're all good, but *Mainliner* has chosen the following four low cost packages for skiers of all degrees of skill.

**Aspen/Snowmass**
Many, including some who have tried the Alps, say Aspen/Snowmass is the ultimate in skiing. For one thing, there are four mountains—Snowmass, Buttermilk, Aspen Highlands and Aspen Mountain. Beyond that, there are the modern ski village complex of Snowmass and the former mining town of Aspen, now a skier's paradise of excellent ski lodges, condominiums and hotels, interesting boutiques, fine restaurants, great night life and a gathering place for beautiful people. A total of 28 lifts provide access to miles of skiing, from the finest beginners' slope to some of the most challenging runs in the world. Aspen is where GLM (Graduated Length Method) skiing got its start. Beginners can learn to survive their first awkward snow plows in Aspen's internationally staffed, professional ski schools, and experts can improve their speed turns. Aspen/Snowmass is also ski touring, sleigh rides, ice skating, art colonies, curling, sunbathing and snowmobiling. But to skiers, the most important thing is the snow, and the powder in Colorado is world famous.

ASPEN SKI HOLIDAY (Tour #IT-ASP-L): Prices start as low as $90 for this week-long ski vacation tour, available November 23-December 15; January 6-February 2 and March 31-April 15. The low per-person price includes seven nights lodging (based on double occupancy, with state and local taxes and air fare additional) and a lift ticket for six days, good any day of the week. The lift tickets are interchangeable at Aspen Mountain, Buttermilk-Tieback and Snowmass. The last day of the lift ticket may be used to ski Breckenridge, Colorado. Transportation to Breckenridge is not included.

DISCOVER SKIING IN ASPEN (Tour #IT-ASP-DS-6): Add $30 more to the Aspen Ski Holiday above, and you will receive all the necessary equipment for learning to ski, plus ski instruction featuring the GLM (Graduated Length Method), which has proved very popular with novices. You start out on short skis which are easier to control, and graduate to longer skis as your skill improves. The price includes:

- seven nights lodging,
- six days lift ticket,
- rental equipment (boots, poles and short learning-length skis) and
- GLM ski instruction.

A WILD NEW SKI HOLIDAY (Tour #IT-SBS-AH-L): Perhaps you might like a two-area package, and if so we recommend this Steamboat/Aspen holiday for as low as $118 per person (based on double occupancy, with state and local taxes additional.) Price does not include air fare. This tour is available November 23-December 15; January 6-February 2 and March 31-April 22. You ski three days at Steamboat Springs and three at Aspen Highlands. And you stay at Steamboat Village Inn for three nights and have your choice of accommodations at any one of a number of lodges, apartments, chalets and

(Continued on Page 26)



Skylark tours are designed to give you a fun time skiing, from beginning . . .

Photos by Jack McKennes

(Continued from Page 25)

condominiums at Aspen (price of holiday varies according to accommodations selected). Also included are:

- lift tickets for six days, three at each area,
- one-way transportation between Aspen and Steamboat Springs,
- wine and cheese picnic at Aspen Highlands,
- free entry into a NASTAR race at Aspen Highlands,
- free entry in "No Gate" downhill race at Aspen Highlands and
- one drink at either of two lounges at Aspen Highlands.

**Vail**

The charming Tyrolean motif of Vail shows up everywhere—condominiums, luxury lodges, private homes, restaurants, nightclubs, taverns and shops. One of the largest ski complexes in North America, Vail offers 10 square miles of varied and exciting terrain. Miles of long ski runs are reached by two Bell gondolas, seven Riblet double-chairlifts and two beginners Poma lifts. Deep dry powder is another plus for Vail. Vail Ski School is directed by Jerry Muth, and offers classes and private lessons in the American technique; GLM, deep dry powder, Wedeln and racing methods. Jet United to Denver or Grand Junction, where connecting flights are available to Eagle Airport at Vail.

SKI VAIL (Tour #IT-EARLY-VAIL-7): This Skylark tour begins as low as $112 per person, double occupancy, excluding taxes. It includes seven nights lodging and six days of lift tickets, and is available from November 17 to December 16. Air fare is not included.

**CALIFORNIA/NEVADA**

Like Colorado and New Mexico, skiing the High Sierras of California and Nevada has much to offer. United offers tours to such resorts as Alpine Meadows, Bear Valley, Heavenly Valley, Kirkwood, Northstar and Squaw Valley USA in California and Ski Incline in Nevada.

We have selected Heavenly Valley for our *Mainliner* tour to the High Sierra country for a variety of reasons: Heavenly Valley is America's largest ski area, a vast two-state complex



. . . to end.

covering more than 20 miles of varying terrain; the season lasts from mid-November through May; annual snowfall is 300 to 500 inches; the array of lifts provide a 14,000-skiers-per-hour capacity; Austrian pro Pepi Greimeister directs a staff of 50 top instructors who teach Austrian and American techniques, including the GLM and racing; exhilarating ski tours are available with advance arrangements.

Beyond that, the bustling community of South Lake Tahoe offers 6,000 hotel and motel rooms, shopping centers, top entertainment, casinos and numerous and varied restaurants. Heavenly Valley is just 55 miles from Reno Airport where cars may be rented, and where both Gray Line and Greyhound offer bus service to South Lake Tahoe.

HEAVENLY VALLEY SKI WEEK (Tour #IT-HV-7): This *Mainliner* tour package can be enjoyed for as little as $89 for motel accommodations and lift tickets, and is available November 23 to December 14 and January 1 to May 13. (The per person lodging prices are based on double occupancy and state and local taxes are not included, nor is air fare.) Also included in the price are seven full days of lift tickets. For a modest additional charge, you can obtain an interchangeable lift ticket good at any or all of the six other great ski areas in the Ski the High Sierras group—Alpine, Bear Valley, Kirkwood, Northstar, Squaw Valley, Incline.

**UTAH/WYOMING/IDAHO**

*Mainliner's* final choice of a ski tour package is to Park City, Utah. It is one of many tour sites available from United in the Northern Rockies. Other areas include Alta, Brighton, Park West and Snowbird in Utah; Grand Targhee and Jackson Hole in Wyoming and Sun Valley in Idaho.

We chose Park City because of its wine picnics in the snow; *apres* ski fun in rustic saloons; 35 miles of carefully groomed trails and slopes with more than 40 separate ski runs; the 2½-mile gondola tramway; six high capacity chairlifts and a rope tow; night skiing and because it's Stein Erickson's home base.

Park City is a rustic, turn-of-the-century mining town, which today has fine entertainment, good dining and a variety of accommodations. It is only 27 miles from Salt Lake City airport, which means you can be skiing within a couple hours of landing.

The elevation spans 7,000 to 9,400 feet, with snow depths of about six feet, ranging from Rocky Mountain dry powder to bump-jumping moguls. Line-less lifts accommodate 7,000 skiers per hour, and are located so you can spend the entire day without skiing the same run twice. Night skiing is offered every night but Sunday on Pay Day Run, the longest night skiing slope in the Western U.S.

The famous Stein Erickson is director of skiing, while Phil Jones directs the certified ski school. Instruction is offered in American technique, GLM, powder and ski touring. NASTAR races are held on Saturdays.

From Salt Lake City Airport, Park City and several other resorts may be reached by rental car, taxi or limousine. Lewis Brothers Stages offers five daily trips ($3.50 one way) from the airport to Park City, or Hosking Helicopter, Inc., will fly you in.

PARK CITY HOLIDAY (Tour IT-PCR-7): *Mainliner's* lodge-package prices to Park City start as low as $85 (per person, double occupancy, excluding local taxes and air fare). Included are seven nights lodging and seven day lift tickets.

(Continued on Page 28)

Please send me additional information on the following Mainliner Skylark Tours:

- ☐ No. IT-ASP-L
- ☐ No. IT-ASP-DS-6
- ☐ No. IT-SBS-AH-L
- ☐ No. IT-EARLY-VAIL-7
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# Air Travel Facts

## For your safety . . .

In choppy air and during takeoff and landing, your Captain will turn on the "Fasten Seat Belts" sign. Many travelers keep their belts fastened all the time so they may sleep, read or otherwise relax without interruption. For your own safety and comfort, please fasten your belt promptly when the sign comes on. During takeoff and landing, your seat back and table should be in an upright position in order to permit rapid evacuation in the event of an emergency.

■ Regulations* prohibit anyone but crew members and authorized United employees from entering the cockpit during flight. If you are interested in seeing the cockpit, a crew member may be able to show it to you after your flight reaches its destination. Regulations* also prohibit operation of all electronic devices other than portable voice recorders (dictation equipment), hearing aids, heart pacemakers, watches and electric shavers aboard the airplane in flight. Other electronic devices (including AM and FM broadcast receivers) may interfere with navigation and communication systems.

■ Lighters with clear plastic reservoirs should not be used nor should any lighter be refilled in flight as a large burst of flame may result. Restricted articles such as acids, matches, lighter fluid and other hazardous items should not be packed in checked baggage.

## For your comfort . . .

Everything possible will be done to make children comfortable aloft. Ask your stewardess to warm baby's formula, or ask her for pillow and blanket or anything you need from the plane's Baby Kit—powder, disposable diapers, bowl, spoon and baby food. Routine flight duties take up most of the stewardess' time, so she will be unable to tend and feed your baby.

■ Headache and upset stomach remedies and other useful items are available on all flights.

■ Prolonged sitting can retard blood flow in the veins of the legs because muscle contraction (which acts like a booster pump and forces the blood to move along) is greatly restricted. If you can't move about the cabin, try a few simple exercises, such as voluntarily tightening up the calf muscles, forcefully pressing the feet against the floor, pointing and lifting the toes, rotating the foot at the ankle, etc.

■ Most in-flight meals are prepared in United's own flight kitchens. If, for reasons of religion or health, you cannot eat certain foods, special meals can in many cases be prepared for you. Please notify your nearest United office at least 24 hours before your flight departs.

Cocktails and similar beverages are available on most meal flights. (Regulations* provide that no person may drink alcoholic beverages aboard airline flights unless he has been served by the airline, and no airline may serve such beverages to any person who appears to be intoxicated. United doesn't permit stewardesses to serve from a passenger's own supply.)

■ If cigar or pipe smoke should become offensive to you, ask your stewardess to take appropriate corrective action.

## For your convenience . . .

United honors credit cards from Universal Air Travel Plan, American Express, BankAmericard, Master Charge/Interbank, Carte Blanche, Diners Club and Cardex for charging your ticket. United's Travel Card is free and is good for air travel almost anywhere in the world and for lodging at most Western International Hotels in the United States and Canada. Applications may be obtained from your stewardess, United offices, travel agents or may be found on the inside of your ticket wallet.

■ Upon payment of a one-time $3 registration fee, any young person between the ages of 12 through 21 may obtain a United Air Lines 12-21 Club identification card which entitles him to purchase unlimited youth fare standby travel tickets for 33⅓ per cent less than the regular coach fares. Twenty-eight other air carriers and 3,000 hotels also offer reduced rates to United's 12-21 Club members. Applications and free 12-21 Club Youth Directories can be obtained at any United office or by writing to United Air Lines, P.O. Box 4767, Chicago, Illinois 60680.

■ Please pick up your ticket within the time limit set by the reservations or travel agent. For better service, United flights are usually available for boarding 10 to 30 minutes before departure time. You may be eligible for denied boarding compensation if (1) there isn't room for you on the flight for which you have a confirmed reservation, and (2) the flight departs without you, and (3) we are unable to arrange alternate transportation to arrive within two hours of your original schedule. Subject to certain exceptions prescribed in the tariff on file, the compensation will be from $25 to $200, depending upon the ticket coupon value.

■ As a special service, United accepts sample cases and heavy or large-size parcels and other excess baggage at airport ticket counters for transportation on the same plane the passenger is taking. Ask for PRAF (Passenger Reserved Air Freight) service, pay the baggage rate and claim the package in the baggage claim area when you reach your destination. United also offers SPD (Small Package Dispatch). It's a faster, guaranteed airport-to-airport service for packages not exceeding 90 inches total dimension (length, width and height) and 50 pounds in weight. Rates are reasonable. Acceptance and delivery are made at United's baggage acceptance and claim areas in passenger terminals.

■ You can fly all the way to many destinations by using the 15 local service airlines whose flights connect with United's. At New York-Newark, San Francisco-Oakland, Seattle-Tacoma, and Washington, regularly scheduled helicopters/STOL airlines make possible fast transportation between airports and downtown and suburban areas. Schedules are frequent, and flights take only a few minutes. Fares in some cases are comparable with cab rates. Connecting reservations may be made at any United Air Lines office. Air taxi and commuter air carrier services are also available from members of the National Air Transportation Conferences, who operate between many Main Line airports and off-line destinations.

■ Do you have your name and address inside and outside your checked bags? You should! When travel is heavy, bags can be misplaced. Identification speeds return. Internal stick-on tags are available at most United offices. Also, a distinctive tag on the outside may prevent look-alike bags from becoming victims of mistaken identity. Regulations* provide that you may carry aboard any number of articles that will fit under the seat in front of you. Space is limited to a maximum of 9″ x 13″ x 23″. We recommend this for fragile items such as typewriters or a standard violin case. Lest you forget, make a thorough check for elusive handbags, hat boxes, etc., before deplaning. If an article is overlooked, inquire at any United office, or write United Air Lines, Lost and Found Dept., P.O. Box 66100, Chicago, Illinois 60666. Don't forget, too, to lock your luggage to prevent accidental opening of latches, resulting in loss or possible embarrassment to you.

■ United's "partners in travel," Western International Hotels, report that one of the items most frequently left in hotel rooms is airline tickets. Make sure you have yours when you check out.

## Miscellanea . . .

United's Flight Training Center in Denver is open to public tours Monday through Friday, except holidays. Arrangements can be made for tours by calling (303) 398-4233, 24 hours in advance. Length of the tour is 45 minutes to one hour. Group sizes are limited to 60.

■ We invite your comments on any aspect of your United trip. Please write to me, Edward E. Carlson, President, P.O. Box 66100, Chicago, Illinois 60666. You may obtain a postpaid customer comment folder from your stewardess addressed to me. Be sure to include details such as date, flight number, class of service and cities involved.

■ Tours of United's San Francisco Maintenance Base are conducted Monday through Friday, except holidays, at 1 p.m. Advance arrangements are not necessary. Special tours of this gigantic base are available on request by calling 415-876-4254.

*Federal Aviation Administration regulations

(Continued from Page 26)

**GENERAL INFORMATION**

SKIING IN THE U.S.A.: For additional information on ski tour packages in the West, ask at a United ticket desk or at your local travel agent for United's free "Ski the West" holiday brochures.

SKI COUNTRY WEATHER REPORTS: You're ready to leave for that long-awaited ski week in the West, but should you pack your down-filled parka or just a light wind-breaker? Call any United Air Lines office and ask. The Western U.S. ski areas supply all of United's offices with daily ski bulletins.

UNITED PACKS YOUR SKIS: A sturdy plastic protector for your skis and poles is yours at no charge when you fly United. Your skis may be carried free as one of two pieces of checked luggage.

FREE SKI MOVIES: Your club or group can arrange to see any of United's ski films. Write or call your nearest Modern Talking Pictures offices, located in major cities throughout the U.S.

CHARGE YOUR SKI HOLIDAY. Charge your whole vacation, package tour or air fare on your United Air Lines Travel Card. This card is honored by all travel agents and at all United ticket counters. You also can arrange for budget terms. If you don't have a United card, pick up an application from your local United office or travel agent.

SAVE UP TO 30 PER CENT ON YOUR SKYLARK AIR FARE: We have more flights going to more Ski Gateway cities than any other airline. Call your local United sales office or travel agent for information on schedules and fares. And remember that you may obtain up to a 30 per cent discount on regular fares in conjunction with your Skylark holiday, providing certain travel requirements are met. For further information, ask about tour basing, Discover America, excursion and family discounts.


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# Mainliner

United Air Lines Magazine November 1973



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*Vice President/Editorial & Art*
Joseph P. Diamond
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New York, NY 10022
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# Mainliner

NOVEMBER 1973 VOLUME 11, NUMBER 11 ONE DOLLAR

You are invited to take *Mainliner* with you when you leave the aircraft.

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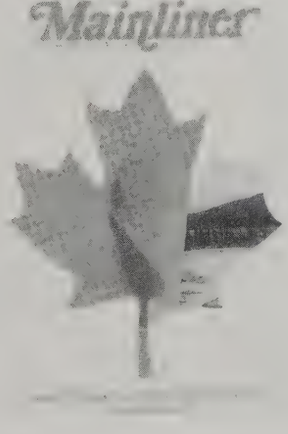
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*Cover photography by Marv Lyons*

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**Capital Assets Versus People Assets**

When I first joined United Air Lines as senior spokesman almost three years ago, I was deeply impressed with the size of the numbers. And I still am, because they're big!

This year the airline will do nearly $2 billion worth of business. Our 364 airplanes will fly 400,000,000 revenue miles, carrying about 30 million passengers to and from 93 airports serving 113 cities from Boston to Honolulu.

United's fleet alone represents an original cost of some $1.8 billion. To keep the airplanes flying we maintain a spare parts inventory of about $125 million. Ground facilities—hangars, maintenance shops, cargo terminals and other support facilities—add up to a value of about $500 million. Our Food Services Division has 17 flight kitchens which do a gross annual volume of $90 million. The computers which make possible the instantaneous reservations service which we offer to the public costs more than $35 million. Our cargo business alone is a $180 million operation.

United's Flight Training Center at Denver with its sophisticated machines that simulate the conditions of flight, represents an investment of $25 million. Our Maintenance Operations Base at San Francisco is the biggest of any airline. United's fuel bill alone is more than $200 million a year and it's going up!

Yes, the numbers are big. The capital assets and the operating costs are sobering. But, I've often thought—and it's true—that of all the assets this great company has, the greatest is its people. Without the wonderful people of United Air Lines there would be no big numbers to think about.

The pilots who fly the airplanes with their technical training, professional skill and deep personal dedication to the safety of every passenger—these are the guys who make it happen.

The Flight Attendants, those friendly young men and women who think nothing of walking from New York to San Francisco in the aisle of a 747 or DC-8, have a mission and that is to assure every passenger a pleasant trip. And, we think you'll agree, they do a fine job!

Backing up these front line people is a team of professionals that is truly outstanding. The warm voice on the reservation phone, the White Glove girl in the terminal, the courteous ticket agent, the accommodating Sky Cap, the hard-working ramp serviceman, the knowledgeable air freight agent, the highly-skilled mechanic, the computer programmer, the secretary, the chef and all of the other wonderful people who make up United's 49,000-member team—they are really what counts.

Everyday between 80,000 and 100,000 passengers take between 1200 to 1500 United Air Lines flights. This is tremendously complex operation. The people of United Air Lines—all of them—keep it glued together. Without them—without their pride in a job well done and their dedication to the needs of every passenger and shipper—all of the other assets, substantial as they are, wouldn't be worth anything. Without the great people of United Air Lines, there wouldn't be any Friendly Skies!



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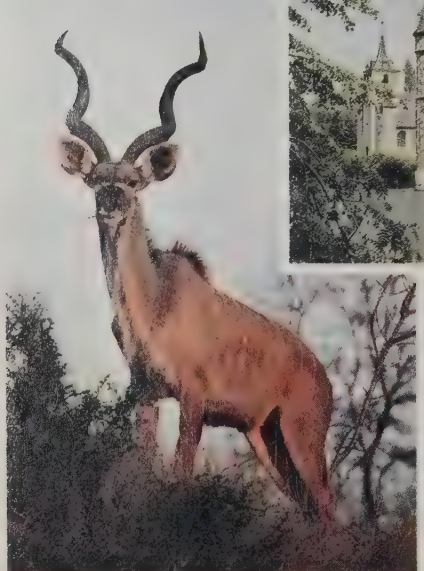
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# Reader's Forum

**Some Thoughts on the North American Economic Union**

☐ I am very much in favor of a North American Common Market as a small step forward towards a world of freer trade. It would ultimately benefit all member countries.

David Shand
814 Roslyn Place
Evanston, Illinois

☐ While on a very pleasant trip from Buffalo to San Diego I took the opportunity of reading your magazine *Mainliner,* August, 1973. The article "The Case for a North American Economic Union" by Sandra Salmans, Associate Editor of *Newsweek* Magazine was particularly interesting.

For the last 10 years I have been trying to interest people in the need for a counter balance to the E.E.C. and my views are that there would be great merit in a Pacific Common Market or to use Sandra Salman's words, "a Pacific Economic Union."

The Pacific brings together a tremendous potential for common trading activities because of the wealth of population, commercial skill, engineering ability, natural resources and a reasonable close proximity readily available by sea and air. Further, the rise in the standard of living in the densely populated areas of the western area makes it a tremendous potential market for countries to trade freely, whereas some years ago this was not possible.

Let us visualize a Pacific Economic Union which embraced:

(a) Mexico, United States and Canada in the North American Continent,

(b) Japan, China, The Philippines, Southeast Asia, Indonesia, Australia and New Zealand,

(c) the ultimate inclusion of India.

Such a union, if it could be drawn together, would make the E.E.C. a very small entity and could be the means of the first state of drawing the world into a better understanding of the necessity for close relationships in both monetary matters and international trade.

I pass these views on to you for what they are worth. I only hope that with this thought Sandra Salmans may see some merit in an extension of her original thinking.

Alex. W. Finlay
Toorak, Victoria
Australia

**Incentive Article Sparks Pro Reply**

☐ I am a Marketing Project Chairman of a large New York Bank. Last Sunday, returning from a relaxing Virginia weekend, I read the article on sales incentives in *Mainliner* and knowing that I would be slated for an incentive project next year, called all of the firms mentioned the next morning.

Each company expressed surprise at my method of finding them and I know of one incentive company that drove to the airport for a copy. Needless to say, your magazine is now an important part of my files.

Let me note, too, that I've flown over 30,000 miles this year on a dozen airlines. You have some good competition but your stews really make the difference. They work hard and fast and remain visible, a factor that I feel keeps the kids in their seats and me a very happy passenger.

Living in Seattle, I took United for granted. Living in the East, I've learned to appreciate it.

Kent Carthey
M&T Bank
One M&T Plaza
Buffalo, New York 14220

**A Reply from Colorado**

☐ The staff and board join me in this expression of thanks for the interesting article on Central City, Colorado, which appears in the August issue of *Mainliner.* Your support of one of Colorado's tourist attractions is very meaningful, especially during this season of adverse news reporting. Many thanks for this favorable publicity on Central City.

William J. McKenny
Executive Vice President
Convention and Visitors Bureau
Denver, Colorado

---

Mainliner *welcomes your comments on the articles and columns which run in the magazine. We'll run as many of your letters as space allows; and although we may have to edit or limit the length of them, we'll make sure your message comes through loud and clear. Write to: Reader's Forum,* Mainliner *Magazine, 5900 Wilshire Blvd., Suite 300, Los Angeles, California 90036.*




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# Notebook

In this issue . . .

■ *Mainliner*'s lead story, *What You Should Know about Canada (but probably don't)* was written by Canadian free-lance writer Jules Grey. The article should clear up some of those questions most Americans have about their neighbor to the north. ■ *Snowmobiling: A Different Way To Go for Winter* examines the pros and cons of the fast, explosive new sport. Writer Candice Braden who did the piece, said the thrilling sport may be limited if snowmobilers are inconsiderate to others. ■ Alan Cartnal who wrote America: 1955-1960, *The Silent Generation Makes Itself Heard,* is a free-lancer whose work has appeared in several national publications. ■ One of the most influential and exciting political personalities today is Los Angeles Mayor Tom Bradley. Writer Paul Bernstein got Mayor Bradley to allocate some time for this exclusive interview with *Mainliner.* As the interview reveals, Bradley has *definite* plans for his city. ■ If the 20th century has a horn of plenty for the investor, included in that horn must be the franchise boom. Business writer Leigh Kennicott found that the trend towards investing in franchises is on a decided rise. The specifics are in her article, *Investing in Franchises: Not a Sure Thing but a Good Bet.* ■ *Mainliner*'s Hawaii editor Dee Dickson, says that the one place *not* to be thrifty is on a vacation. Her article, *Where to Splurge in Hawaii* tells why (and where). ■ Bumper stickers on cars read *Try San Diego First!* Writer Thomas Shess, Jr. tells why you should do just that.



*Candice Braden*



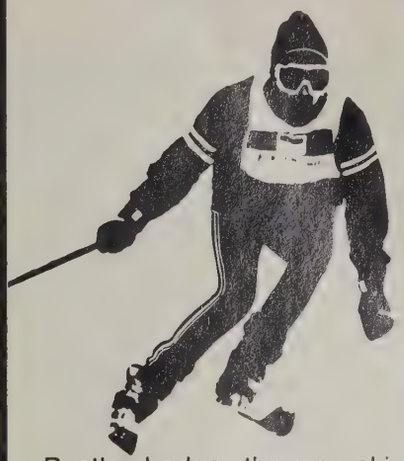
*Thomas Shess, Jr.*



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# ...Sammy Davis, Jr. Making Soup for Mr. D.

by Vera Servi



Very few will argue the fact that Sammy Davis, Jr. is one of the most talented and versatile performers in show business. He electrifies audiences with his dynamic dancing and super singing and can act up a storm in straight dramatic roles.

Sammy does have one small problem—he loves to eat. And since he's out on the road a great deal, he misses the dishes he gets at home. "I eat a lot of steak when I'm out of town, both because I figure you can't go too far wrong with it in restaurants and because I try to stay on a very high protein diet when I'm performing. I love Italian food, particularly scampi, and of course, soul food," Sammy says.

He and his wife Altovise live in a large traditional wood and brick home, with white arches in the front. They have a huge pool and a playhouse nearby, with room for guests, a bar, jukebox, stereo system and even pinball machines. But when they have a dinner party, it's in the big house, with a formal dining room which seats 14 people. That's when his very talented cooks, Frances Brown and Lessie Lee Jackson, take over the kitchen and serve the menu that Sammy and Altovise draw up together.

There's a little alcove off the big dining room with a small table for two or four. When Sammy has very special people over, he asks Frances to whip up her specialty—Soup for Mr. D. It's one of his favorite dishes and when Frances is on vacation, Sammy goes into his kitchen and cooks up:

*MY SOUP*

*(Serves 8)*

- 1 entire ox tail (usually cut in 7 or 8 pieces)
- 4 tablespoons peanut oil
- 1 large onion
- 1 garlic clove
- 2 regular size cans beef bouillon

In a heavy 10-quart pot, heat 2 tablespoons peanut oil. Add half the onion, finely chopped and the pieces of ox tail. Brown them well, turning the meat over until all sides have become brown. Add the two cans of bouillon and the garlic clove. Bring to a boil. Lower heat and simmer, covered, for 1½ hours. Skim off any fat which forms on the surface.

- 1½ lbs. sirloin tip or stew meat
- 1 package George Washington rich brown seasoning
- 1 large can, or two packages frozen, succotash
- 1 large can stewing tomatoes
- 1 small can tomato paste
- 1 small can tomato sauce
- 1 small can green peas
- 2 medium potatoes, cubed
- 3 carrots, diced
- 1 cup red wine
- 1 teaspoon salt
- ¼ teaspoon pepper
- garlic powder
- onion powder

Cut the meat into bite-size pieces, removing all fat. Brown in the remaining 2 tablespoons peanut oil, along with the other half of the onion, finely chopped in a skillet. Add this mixture to the ox tails in the large pot. Add the rest of the ingredients—the George Washington seasoning, the succotash, the tomatoes, the tomato paste and sauce, the peas, the potatoes and carrots, the red wine and the salt and pepper. Mix well. Add a sprinkling of the garlic and onion powders (adding more later to suit your taste). Bring to a boil, then lower heat and cook slowly for another hour or hour and a half.

If the soup seems too thick, add a small can of V-8 juice or 1 cup of bouillon. Add a dash of soy sauce and 1 tablespoon brown sugar and stir well for a few minutes. Serve into bowls, including one piece of ox tail for those who want it.

Some people may turn up their noses at the ox tail but it's extremely tasty and the meat is delicious to munch on. Don't knock it until you've tried it. Matter of fact, Sammy says, "Man, you haven't lived until you've tasted it."

This soup is almost like a stew. With a salad and any kind of good bread, it should do the trick for hungry guests. Serve a hearty red wine from the country of your choice, raise your glasses all together after the first taste, and say "L'Chaim!" to Sammy. He'll be listening for it.

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# Oil Additives: The Automobile's Ambrosia?

by John Lamm

Feature Editor, *Motor Trend* Magazine

There is something mysterious to most motorists about the area "down there, under the hood" that leads them to believe there is a bit of black magic involved in the internal combustion engine. They equate the transformation of liquid gasoline into rear-wheel horsepower as something close to alchemy. Considering how many garage mechanics have turned that superstition into gold, they may not be far from wrong.

It's that mystery plus the mechanic's rake-off (and sometimes rip-off), that leads motorists to a quick, inexpensive cure—oil additives.

The problems start at the bottom of that black hole into which you seem to be pouring gallons of oil. (Don't be ashamed to admit it, we've all had at least one oil burner.) Down there you find all the reciprocating machinery that Mazda, the rotary engine people, keeps telling us we can do without. Pistons are being rammed up and down their cylinder bores, a crankshaft is spinning and valves are sliding up and down thousands of times a minute—metal-on-metal sliding, spinning and all the while building up friction. Rub one hand on the armrest of your seat several times. Feel the heat. Now imagine the friction built up by a crankshaft spinning at 3000 revolutions per minute. Operating without oil, friction could ruin the normal V-8 engine in a matter of miles.

Ideally, that engine oil you are changing every 3000-6000 miles is coating the metal surfaces with a fine oily cushion. Theoretically, those surfaces don't even touch, but are buffered by the oil. In reality, it doesn't always work out that way. Such by-products of combustion as water and acids contaminate the oil, destroying its own additives and lessening its ability to lubricate. Over the course of a car's lifetime, particularly if the owner has been negligent about changing the oil at proper intervals, the metal surfaces wear on each other. That's when you begin to burn oil.

It is sucked down around valve stems and up around pistons. When that happens, compression in the engine is reduced and with it reduced performance. Connecting rod bearings begin to loosen up and oil pressure drops. This is when you begin to pour the dollars down that black hole. It is also when you start looking for a quick cure.

**Additives Look Like Honey and Cost Like Caviar**

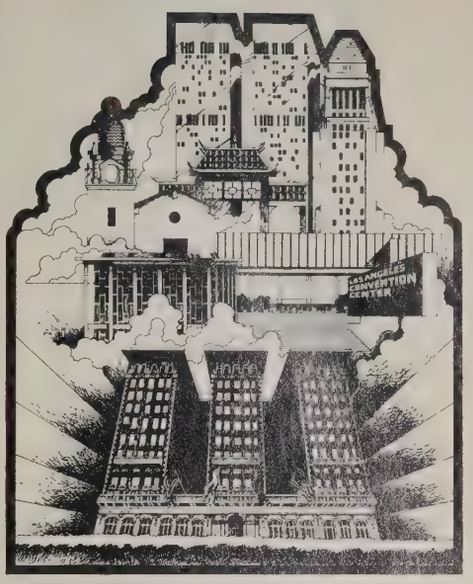
Practicably, most additives are a thick, slimy, golden substance that looks like honey. The big one is STP, backed by the grand lama of additives, Andy Granatelli. Then, there is Wynn's Friction Proofing, Bardhal, Alamite CD-2, Rislone, Bearin' Seal, Gumout's PTA, Motor Medic, Pyroil RX-2, DuPont Oil Treatment and Steed. The healing is simple enough: you just open the can and pour it down the hole. But what happens then?

All the additives are basically viscosity index improvers—they make your oil thicker. With that, they do basically what they claim. With the additive included, the now-thicker oil has difficulty sneaking down around the valves and up past piston rings. That cuts down the amount of oil getting into the combustion chambers and so, the volume of smoke out the tailpipe.

Having sealed those "leaks," the additive raises the compression in the engine and back comes a portion of the lost performance. As the viscosity goes up, so does the oil pressure. Many of the little ticks in the engine are quieted as the thicker oil acts as a cushion between the metal surfaces. The patient seems to be improved.

Additives aren't a permanent cure. They *will* prolong the life of a less-than-healthy engine. However, if there is serious damage to internal pieces the only lasting remedy is an engine rebuild. The point to be made is to maintain your car properly from its first mile by adhering to the manufacturer's maintenance schedule. Contrary to some rumors, the schedule is not an excuse to make money for service departments. If your car gets to the smoking stage, due to high mileage or other circumstances, an additive can help. They are not magical cure-alls but taken in the right context they do basically what they claim.

Heaven knows, we could all use a little less oil smoke in the atmosphere.

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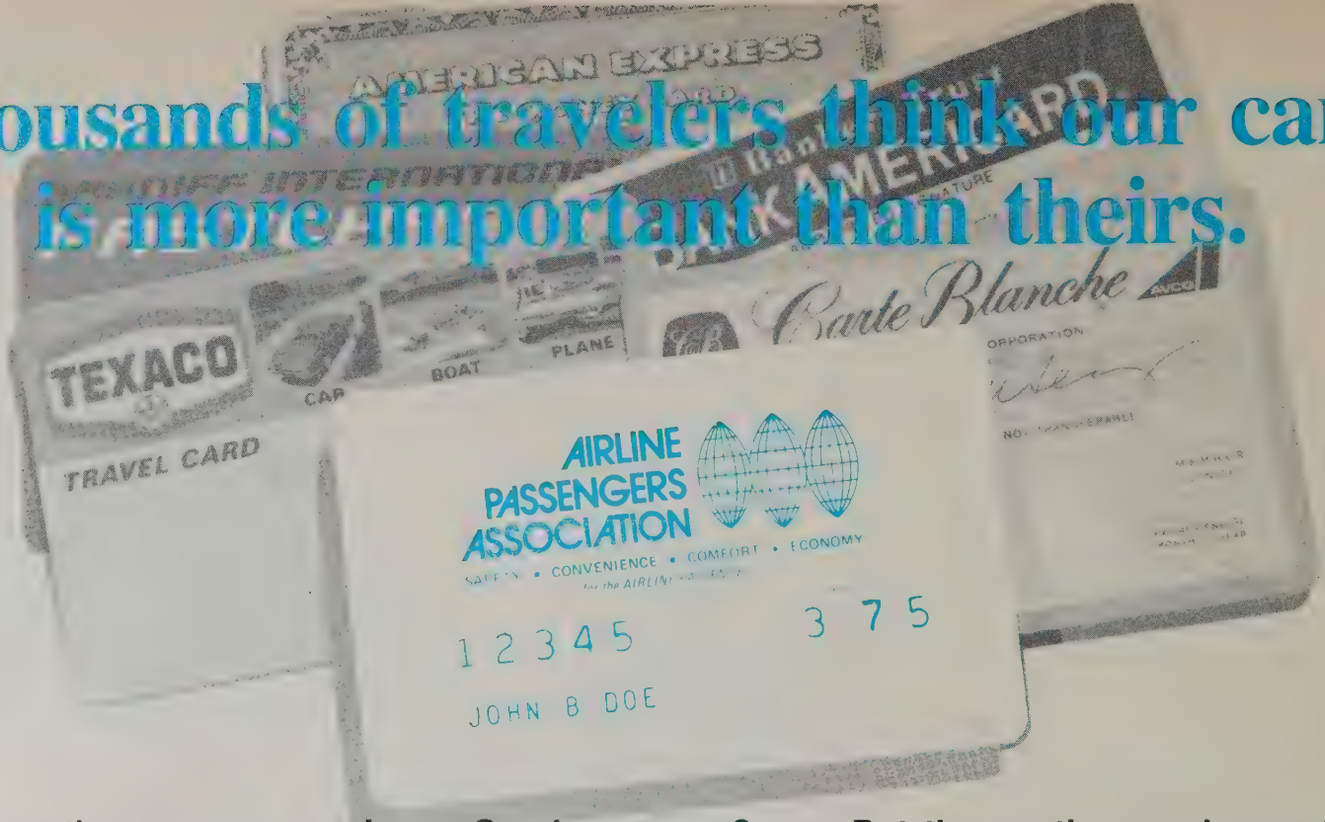
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# Lucille Ball's "Mame" Begins Super U.S. Flying Tour

by Norma Lee Browning

"Mame" Flies the Friendly Skies: Lucille Ball will be flying the Friendly Skies of United when she takes off on her personal appearance tour next February to promote her newest movie, "Mame." And what a coup for United! Warner Bros., Inc., producers of the film, had bids from four major airlines competing for the "Mame" junket, tentatively scheduled to include approximately 25 cities in the U.S. and Canada.

A big 727 will be converted into an actual flying "Mame" set, straight out of Hollywood. It has not been decided yet which set will be used but a Warner's spokesman says that all the passenger seats will be removed from the plane and a replica of a "Mame" production set installed, along with a private bedroom and sitting room arrangement for the comfort and relaxation of everybody's favorite redhead.

A large caricature of our zany Mame will be painted on the plane's tail, so when it lands at each airport everybody's going to know—*here comes Lucy!* Congratulations to Warner Bros. and United for the neatest promotion of the year. And special thanks to that durable doll, Lucy, for donating her own time and energies to promoting "Mame" because she believes so strongly in clean, wholesome pictures.

"I've had it up to here with these X-rated movies," Lucy told me in a recent interview. "That's why I agreed to do 'Mame'. I loved doing it and I'm very proud of this picture. I told the studio I would go anywhere to promote it and apparently they're taking me up on it. I must say I'm delighted. I'm counting on all the people who have been watching 'Lucy' all these years to come out and see 'Mame.' I can recommend it heartily to the whole family. This is one you won't have to worry about taking your youngsters to see."

NLB's note: I can add my personal recommendation also, having seen film clips from "Mame" at the Cannes Film Festival during the Warner's Golden Anniversary bash. Double orchids to this one.

Desert Hot Line: It's that time of year again in Palm Springs, the desert playground of the stars. Eateries and night spots are jumping. The Racquet Club opening, which traditionally ushers in the Season, was a smashing success as usual. The Palm Springs Tennis Club, owned by Chicago multi-millionaire developer Harry Chaddick, is sprucing up to give the swinging Racquet a run for its money. Chaddick's brand new Tennis Club Hotel is about as posh as they come. The Red Skeltons have divorced, after 28 years of marriage. The remarried Robert Wagners (Natalie Wood) have remodeled their desert home to make room for a new addition to their family.

Don't Miss: Hall Bartlett's *Jonathan Livingston Seagull.* My crystal ball says this one will run off with all the Oscars next spring—maybe even a Best Actor Oscar for the sea gull star of the film, Jonathan. You'll love him.


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# Where Have All the Young Ones Gone?

by Michele Willens

It's hard to talk in terms of generation gaps anymore. The big ones (parents to children) are being bridged and even among young people, they seem to be breaking down into mini-gaps—(17-20-year-olds vs. 25-30s). The one thing that does still link the "young generations" together is their insatiable appetite for traveling: to avoid settling too permanently, to see as much as possible, and to get out and mix with the people.

The "you only live once" theory still permeates much of today's young generation and this too, sends them traveling whenever possible. They grasp at every opportunity to experience life.

More negatively, getting away is an escape for many young people who would rather run than stay and face responsibility or awesome choices between vacation, more schooling, marriage or whatever. There's the old line: "I didn't know whether to go to Europe and lose myself, or into analysis and find myself." Somehow, problems seem further away with the miles. Traveling seems at least one way to forget a broken heart, Watergate or an upcoming decision.

**Let's Stay Home This Summer!**

Where are the young people going? A few years back, most were going to Europe. The meccas were Amsterdam, Copenhagen, London and Paris' Left Bank. Those were the cities where language barriers served as *no* barriers to communication between the young people of the world. Then Dennis Hopper and Peter Fonda went looking for America (on film) and that turned the tourist tide. Suddenly, droves of young people also wanted to rediscover their own country. "I want to know more about where I come from before I go to other countries," became a popular philosophy, and it still endures. More youths today are traveling within America than outside of it. And not because it's cheaper (most find it isn't). There's still a good deal of curiosity among American youths to know how others live in different areas of their country.

As one typical 18-year-old who traveled across country, explained: "There's an effort now to bridge the gap between young people in our own country. You always hear about Middle America and how square the kids are there. Well, when you get down to basics with them, we're all pretty much the same. What did I learn? I learned to stop hating people because they liked Lawrence Welk—and maybe they stopped hating me just because I have long hair."

In addition to traveling through and across America, young people seem to be going more and more often to Canada. The consensus as to why seems to be because it is one country which has avoided many of the urban pitfalls into which our country has fallen. As one young traveler said: "Toronto and Montréal are just about the perfect cities. There's just no comparison to New York or Chicago. I keep going back to remind myself what a major city in a major country can be like."

Canada is also one place where young Americans seem to be staying. Most who travel to Europe or India digest it all, take notes on where to return and then come back to where the heart is. This is not true with many regarding Canada. As one youth explained, "Canada isn't as foreign as say, a country in Europe, so it's not a total culture turnover. It has the things you like about America—plus a lot more."

Within Europe, the favorite countries for American youths presently are Greece and Israel. Paris, Amsterdam, Rome, Madrid and London have lost much of their charm for American youths who see them "as just other big cities."

India and South America are also moving up on the list of places where young Americans are flocking. There, it's an effort to get as far away as possible from anything indigenous to their own way of life—at least for awhile. They are places relatively unexplored and unexploited by American culture, so the young get the feeling they are seeing things not too often experienced.

**Youths Adopt "Less Is Better" Theme**

The less you take, the better is the young theme for how best to travel. Backpacking is the newest thing: a sack on the back being preferable to the suitcase. No matter where they are traveling, the young carry as little as possible: scant clothing, one all-purpose pair of shoes and a toothbrush. Shaving cream and haircurlers went out with all the values that made them seem worthwhile to previous generations.

Planes of course, are the only way to go abroad for young people since ships haven't caught their fancy. As far as flights go, money is the top consideration, so the charter flights are popularly loaded with young people. Icelandic Airlines, which travels from New York to Luxembourg and back, is the cheapest price yet and it is filled almost every day of the week. It's strictly a youth-oriented airline, with everything but peace beads on its wings.

Trains are very much the young person's way of traveling once abroad. Most still use the Eurailpass in Europe. It's an inexpensive means of catching a train anywhere (except England), anytime, by just showing your card. Outside of the railways abroad, hitchhiking can still take you far. Renting or buying cars or campers while there is also increasing in popularity.

Flying and driving are by far the most popular means of getting to know America for young people. Trains are a bit more widely used.

Traveling is still a trademark for the '60s-'70s generations. It's part of the same experiment and experience package that has included so many other marks of these generations (sensitivity training, meditation, etc.). It's all part of trying as much as possible before making any permanent decisions.



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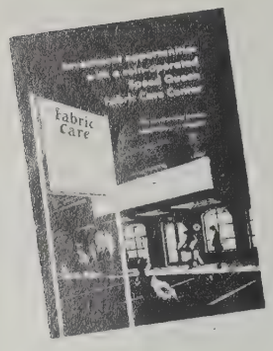
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# Flu and Flu Shots: Some Questions and Their Answers

by Dr. G. J. Kidera
Vice President Medical Services—United Air Lines

*Q. What exactly is the "flu"?*
A. The flu (or the "grippe") is a highly contagious disease caused by influenza virus. The flu comes on very suddenly and makes its victims totally miserable. Chills, fever, dull aches and pains all over, weakness, headache, sore throat and a dry cough are the symptoms. Flu usually lasts from two to five days, but some of the symptoms can linger on for several weeks.

*Q. What's the "Asian flu"? The "Hong Kong flu"?*
A. There are three different families of the influenza virus, known simply as A, B and C. But there are many different members (strains) of each family. The Asian flu virus and the Hong Kong flu virus are two strains of the "A" family. All influenza viruses produce similar symptoms and the same disease, but its severity may vary.

*Q. Is the flu dangerous?*
A. For most people who are strong and healthy, the flu is just an extremely unpleasant episode that leaves them none the worse once the disease has run its course. However, the victim may be more susceptible to other infections, such as pneumonia, while he has the flu. The flu can also strike while on vacation or during holidays—ugh!

*Q. Will a flu shot cure the flu?*
A. No, there is no cure for the flu. Flu shots are only useful to help prevent the flu. Once you have the flu, a flu shot will not help. Antibiotics are sometimes given to flu victims, but only for the secondary bacterial infections that can occur with or following the flu.

*Q. Do flu shots always work?*
A. There is no always or never in a vaccination program. I feel that it affords sufficient protection and firmly believe that if an immunized person gets the flu, the case is mild.

*Q. Do flu shots hurt?*
A. Some people may feel a little soreness for a day or so in the immediate vicinity of the injection but some people don't feel any soreness at all.

*Q. When should you get your flu shots? How many do you need?*
A. Since World War II, I have recommended that the flu shot be given in two doses—six to eight weeks apart. The first shot should be given between September 15 and October 1 and the booster dose approximately December 1.

**MAIL BAG**

*Q. I recently read that stomach muscles tend to become "permanently relaxed" when a girdle is worn regularly. What I'm questioning is whether support stockings do the same thing to the leg muscles? Could this help the legs to become flabby?*
A. A girdle supports the abdominal wall and in a sense does some of the "work" for this group of muscles. Muscles deprived of "work"—exercise—tend to become flabby. Support hose do not support the leg muscle but rather the blood vessels in and under the skin. The leg muscles are not assisted in the workload performed in acts of walking, stooping, etc. As long as you remain active, your legs will not get flabby, support hose or not.

*Q. I've heard that alcoholic drinks contain "empty calories." What does this mean? How many calories are there in two ounces of booze?*
A. "Empty calories" means that calories are present but the drink consumed has no nutritional value. The calories have to be worked off just as though they came from eating bread. Each ounce of liquor roughly contributes 70-80 calories to the diet. The mixer also has to be considered. A jigger of bourbon (1½ ounces) mixed with water equals about 100 calories; with soda you get 150 calories. Eight ounces of beer provides 100 calories; a glass of champagne 75-100; a cordial glass (2/3 ounce) 75 and four ounces of wine 90-100 calories. The empty calories must be considered in any weight reduction or weight maintenance program.

*Dr. Kidera welcomes your questions. Each question will be personally answered. Names will be withheld upon request for those queries answered in this column. Address your questions to: Dr. G.J. Kidera, Vice President Medical Services, United Air Lines. P.O. Box 66100, Chicago, IL 60666.*

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*Snowmobiling is done individually or collectively. Photo courtesy* Snow Goer *magazine.*

# Snowmobiling: A Different Way To Go for Winter

by Candice Braden

More than the call of an occasional bird can be heard in the hills these days. In summer there's the tired stomp of backpackers, the chink of the mountain climber's piton on rock and the bugle call of innumerable campers: "dinner's ready."

In winter, after snow spreads a silence over the hills, there comes a persistent hum from one of the fastest-growing sports in the United States—snowmobiling.

The U.S. has over two million snowmobilers, the average being male, 24-45 years of age, earning $10,650 a year. He pays $800-$1200 for a machine that he'll ride 80 hours a year.

Some machines are used for business, ranching, transportation. In Cheboygen, Michigan, a snowmobile towing a sled is an emergency ambulance during winter. But the majority are for the enjoyment of racing through swirling snow, seeing evergreen branches laden with icy puffs, catching the sparkle of an icy waterfall, glimpsing an array of colorful birds or spotting a lonely elk trudging towards winter quarters.

As a testimony to the booming popularity of the sport, national parks are establishing a number of trails just for snowmobiles. Yellowstone Park reports that the number of snowmobiles entering the park has tripled in the past four years.

Dude ranches that catered only to summer crowds now stay open through winter, offering a variety of snowmobile trips.

Snowmobiles, once available only in basic black, now come in every color of the rainbow, often with fashions and accessories to match. 1973 saw a surge of snowmobile improvements. Mufflers, sound-tight engine enclosures and plastic or hard-rubber parts instead of metal cut noise levels considerably. Braking capacity increased 225 percent. Seats were padded and contoured. Bigger and brighter headlights, larger stoplights and rear-passenger handgrips increased safety.

**Accessories Include Everything but Kitchen Sinks**

Accessories ranged from a hand-warming device that fits inside the handgrips of the handlebars, to a kitchen on skis, with two gas burners, a barbeque grill, cutting board, copper tubing, and serving tables—a far cry from that first "motor sled" with its 35 hp engine and four-bladed propeller. Built in Gunnison, Colorado, by Charles Eilebrecht and George Aspey, the snow machine ran on a car motor and had a fuselage built of 2x2's and telephone wire covered with canvas. Although it reached speeds of 60 mph on snow and carried 10 gallons of gas, it was definitely not the model to take on a trip. Mileage was 6-7 miles per gallon.

As for 1974 models, "very little change next year," says Don Wright, president of the Western division of the International Snowmobile Industry Association (ISIA), and California lobbyist for the Association. "Fancier paint, that's about it. Two models will be liquid cooled. Some refinements in the suspension system and experimenting with the transmission to quiet them," he says.

Noise is the biggest complaint against snowmobiles by conservation groups. "We've gotten it down to 78-82 deci-

*Continued*





*Racing snowmobiles has become an exciting winter sport. Photography by Patrick K. Snook.*

bels—somewhat quieter than a diesel truck—but we're not going to get it much below that," says Wright. "It's not the engine that makes all the noise. The track makes that flapping noise and we haven't figured out how to control it. We will eventually."

In 1972 the Hearing Clinic of Central Michigan University stated that a 22-26 hp motor might cause loss of hearing if the operator didn't wear an ear-protecting device. The United States Snowmobile Association (USSA) requires all racers to wear earplugs.

The noise scares the animals, say the environmentalists. It bothers humans a heck of a lot more than animals, says Morlan Nelson, a snow specialist from Idaho. However, most snowmobiling states feel noise *is* a problem and have passed laws limiting the sport to certain hours. Laws also limit the decibel level of the engine. Minnesota, New York, Massachusetts, and Rhode Island have planned for the future by limiting snowmobiles to 73 db by 1975.

The environmentalists have another issue; they say snowmobiles pack the snow, making the ground colder and thus destroying plant life under the snow.

Wright disagrees, of course. "Those huge trucks that clear highways in winter push the snow onto, say, a golf course, and pack the snow down very hard. But come spring that golf course is still there, under all that packed snow. And when a rider gets out of his snowmobile, very often he'll sink up to his waist. The snowmobile doesn't sink. It sort of floats on the snow."

**Over Hill, Over Dale—Dang Snowmobiles**

It also floats through planted fields and private property, complain property owners, especially in the Midwest. Because of this tendency to leave designated areas and trails, national parks such as Yellowstone and Grand Teton are beefing up their regulations.

The National Wildlife Federation is not against snowmobiles, but would like them confined to designated areas and not running over or through every hill and dale.

The Sierra Club takes a more militant stand. In its official policy on all off-road vehicles, the national organization says they are "presumed to be detrimental and should be prohibited on all public lands unless proven otherwise by competent, impartial investigators."

In an eight-point outline, the Sierra Club states that the machines create excessive noise which can alter animal behavior patterns; they are used for illegal hunting; operators use their machines to race deer, rabbit and other animals; they infringe on the rights of other recreation land users; they cause air and water pollution and the litter problem is greater because much more can be carried on a snowmobile.

"There are so many problems," says George Pring, member of the Club's National Board of Directors. "In the Southwest there's great damage to historical sites, especially the Pueblo Indian sites, after snowmobilers drag their machines over the area. There's harrassment of wildlife with operators chasing the animals. It's a big sport in Michigan."

Although the International Snowmobile Industry Association has a self-imposed limit of 82 db, Pring feels the industry still shows "reluctance to put effective mufflers and pollution-control devices" on the machines. Those devices that the industry does install can be easily removed. "And they are removed," Pring states. "Snowmobile operators like the noise. The industry

needs to put better quieting devices on the machines–ones that can't be removed."

The quieter rotary engine looked promising at first. But problems of cold-weather starts, necessary lubrication, and high operating temperatures caused two of five manufacturers using the rotary engine to drop it.

The Sierra Club points to President Nixon's Executive Order of February, 1972, which says, in effect, that off-road recreational vehicles, including snowmobiles, are causing damage to public lands and infringing on the rights of other people.

However, that Executive Order also calls for a uniform policy for regulation of orv's so that the sport may be enjoyed, within reason. Now, all National Wildlife Refuges and some National Wilderness and National Primitive Areas are prohibited to orv's. Other areas are considered "restricted" which means snowmobiles must stay on designated routes. But there are many "open" areas where the only limitations are state laws and safety regulations.

As a new sport, snowmobiling has many problems to work out. Working out a compatible solution with environmentalists is one. Safety is another.

Snowmobilers frequently run into parked cars, collide with cars or trucks, or feel it's demeaning to run at anything less than their ultimate speed limit. There are several drowning deaths each year by snowmobilers trying to run over frozen rivers or lakes.

Dr. Timothy Craig of the American Medical Association Committee on Medical Aspects of Sports Health Education reports, "Snowmobile accidents are very similar in cause to accidents with cars. Most of them happen because people are going too fast over unfamiliar terrain. And, in many cases, use of alcohol is a contributing factor."

**Do We Need Driver's Education for Snowmobilers?**

According to the ISIA, 60 percent of accidents occur during evening when there is reduced visibility. They suggest drivers have strong headlights, brake and taillights, wear side reflectors and reflective clothing after dark.

Like cars, each snowmobile has its own characteristics. It handles differently in different weather conditions and over different terrain. Novice drivers usually want a "fast" machine, not realizing that a small machine with a 25 hp motor can go 60 mph over snow, and a 35 hp engine clips along at 90 mph.

Because of the number of snowmobile accidents every year, the National Safety Council is threatening more regulation of the sport. John Hull, past president of the USSA acknowledges, "If we are going to save the sport, we're going to have to put some teeth into our safety measures."

In addition to poor safety judgment on the part of drivers, injuries are caused by not knowing the proper driving techniques. Back injuries are common. A machine flies off the ground over a small rise. The driver comes down after the machine and hits the seat hard, practically jamming his spine up through the back of his head.

A safety check-off sheet, compiled by the manufacturers of Scorpion snowmobiles, suggests drivers "maintain ski contact with snow for more control." The list also advises "learn braking distance for sure stops, have handlebars at the proper height for shifting weight and use care to keep maximum stability when cornering." Poor cornering is the most common mistake even the experienced drivers make. It's a tricky combination of speed, weight, and leaning. The best way, say seasoned snowmobilers, is to get the inside ski on a downhill angle of the turning area. The more weight you place on that ski, the more control you'll have. You'll get more steering leverage if you turn on a snowdrift, rut, or tracks of another snowmobile. And, when turning, keep your weight far forward on the seat.

Your weight is towards the back when climbing. Feet and body are placed far forward on downhill runs.

Never attempt a hill that looks too steep. You can check your estimate by watching the speed and action of a snowball rolled down the hill.

Never panic. Panic leads to quick brake stops which are sure to spin the machine out of control. Brake with slow, even pressure.

When the driver becomes more experienced, there's the challenge of a weekend tour. Last year, three Minnesota men completed a 2000 mile tour from St. Paul, Minnesota, to Churchill, Manitoba. That took 31 days, considerably longer than a weekend.

Good advice can be applied to any size trip. First, have a basic mechanical knowledge of your machine. If you're camping out overnight, be acquainted with cold-weather survival techniques. Carry spares for some moving parts, especially spark plugs. Other important items are waterproof matches, instant fire-starting material, a warm blanket and freeze-dried food, in addition to regular alpine camping gear.

In mountainous country, snowmobilers should be aware of avalanches, a frequent danger. Avalanches are most common on slopes of 30 to 45 degrees and on convex slopes. In midwinter, an avalanche is most likely to occur on north-facing slopes; in spring or sunny days, on south-facing slopes. Leeward slopes, where wind-driven snow compresses into hard slabs, are danger spots. A warm day following a heavy snowfall is a good day for an avalanche. Although many snowmobilers ignore this advice, experts say to cross at the top of a hill, not midslope.

If you're caught in an avalanche, get as far away from your machine as you can. Make swimming motions to stay on top of the snow. If you are stopped by the snow, put your hands in front of your face and save air for breathing.

Skillful turns on icy slopes, exploring beautiful, alien territory–both part of the sport of snowmobiling.

To get the most out of this aggressive, stimulating recreation, learn the basic tenets: know your machine and its limitation as well as its capacity; learn the basic safety rules and apply them and respect the property of others as you would your own.

# WINDOW SHOPPING



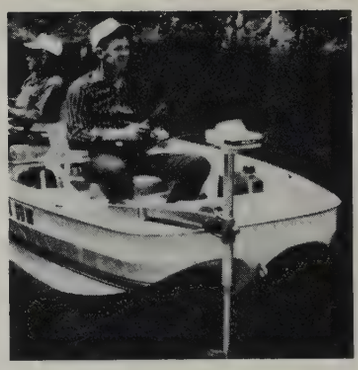




















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# HIS & HERS GIFTS FOR THE EXECUTIVE ON THE GO!



FUR COAT-LUGGAGE / COURTESY OF I. MAGNIN SILVER / COURTESY OF DAVID ORGELL, INC.

Christmas' effect on the American executive would make an excellent topic for a doctoral thesis. Its influences upon him are many, subtle and far-reaching. The clearest manifestation of the Yule influence is in his shopping habits...or lack of them. You see, he knows Christmas will fall on Decmber 25; he knows it with a certainty borne of impatient anticipation as a child, culminating in the pleasure he now feels when loved ones open gifts he has chosen for them. He also knows that last-minute Christmas shopping can be fraught with dense traffic and hurrying pre-occupied crowds...and he knows that he'd better get his Christmas shopping done *now*. However, in spite of all this, our boy procrastinates. Indeed, it seems that he's more than delighted to mow the lawn, or write an extra business report rather than tend to gift-buying. How strange, yet how very human.

Consequently, as calendar pages riffle down toward that last week in December, and as Yule's shopping urgency mounts within us, we proffer these Gifts for the Executive on the Go.

# AMERICA: 1955-1960

# King, Kerouac, Presley and Sitcoms: The Silent Generation Makes Itself Heard

by Alan Cartnal

Thousands of faces came before America during the years 1955-1960. It is somewhat hard to remember them. Recalling the era, a few obvious names come to mind—Elvis Presley, Martin Luther King, Jr. and Jack Kerouac and the beatniks. Yet, it is the television personalities that you remember—from the "King of the Nice Guys," Perry Como, to the all-time culture hero, Matt Dillon (six-foot, seven-inch James Arness), to Dinah Shore, the songbird from the South who dressed to the teeth and tucked us into bed with a giant farewell kiss each Sunday (mmmwha!).

Television was seeping into the American conciousness. You heard people talking about the Golden Years. You heard other people talking about the vast wasteland. Only television could gather the nation into a tribal village—make an event of the night before into an instant part of life.

The industry's fiercest critics were somewhat shocked to find what America could stomach. The nation fed itself on a steady diet of situation comedies constructed of formula plots and insipid, canned laugh tracks. It became a national joke trying to figure out how the producers justified the bellowings and hollerings on their laugh tracks.

Yet, television never had so much charisma. Many of the shows that were considered pablum in their period, continue to rerun today, holding a power over the viewer with their pleasantness and safe distance from reality.

**A Taste of Culture**

Millions of kids living in a cultural limbo suddenly discovered a program like *Playhouse 90* and became aware of Rod Serling, Maxwell Anderson, F. Scott Fitzerald and Ernest Hemingway. Doors were opened for television babies to hear musical genuis (Leonard Bernstein's concerts for youth) and to dramatic wonder (Omnibus).

There were shocks. The average American loved his quiz show, especially during this time—because the sums of money were astronomical. Programs like *The $64,000 Question* and its spin-offs, *The $64,000 Challenge* and *Twenty-One*, found common people making fortunes out of trivia on subjects ranging from opera to boxing. Then overnight the contestants told us that the shows were rigged. We had been taken by the oldest P.T. Barnum charade in the world—even if it did come in air-conditioned, sound-proofed boxes that came out of the wall into our living room.

Family fights were inevitable in the days of just one television set. Someone would want to see Jackie Gleason on Saturday night, someone else would fight to see Perry Como. I remember my sister sitting on me so that she could see Steve Allen. But, the next week I got back at her—I locked her in her room so that I could watch Ed Sullivan. It all seems silly now but we each had our cultural heroes in those days.

**A Few Voices Stand Out**

One such figure was Martin Luther King, Jr. "I have a dream," said the civil rights leader. "It is a dream deeply rooted in the American dream. I have a dream that one day in the red hills of Georgia sons of former slaves and sons of former slave owners will be able to sit down together at the table of brotherhood."

King might have been just another Southern Black preacher except for a woman named Rosa Parks. Mrs. Parks refused to heed the warnings of a white bus driver to go "to the back of the bus" in Birmingham, Alabama, and was sent to jail. King and other church leaders in the Black community set up a bus boycott and within weeks his picture and message of nonviolent protest were on the cover of *Time Magazine* and other national publications.

Suddenly we were a nation taking notice of all its people. Sit-ins, stand-ins and hunger strikes became daily activities. Equal rights were becoming a reality—but they sometimes needed prodding.

Through it all we heard the voice of Dr. King—like a hollow log drum, as Hearst reporter Jim Bishop told us—saying: "The American racial revolution is a revolution to 'get in' rather than to overthrow. We want to share in the American economy, the housing market, the educational system, and the social opportunities."

King referred to himself as a Black Mohandas Gandhi and brought the famed Indian leader's philosophy of nonviolence to the age-old problem of racial injustice. His efforts brought him the Nobel Peace Prize of 1964. We watched him accept, using the phrase that he had made famous: "We shall overcome."

The numerous biographies on the shelves of small-town libraries will attest to his prominence as a Black leader. Yet, he cared little for publicity. "Only the shallow-minded are excited over it," he said. "Publicity is evanescent; it is here today and gone tomorrow. Whoever falls in love with it is not fit to have it and will end up in misery."

Each American, from President Dwight Eisenhower who told him, "No one can legislate a man's heart," to the college students who rushed from the Northern cities to aid his civil rights marches, to those of us who watched his career on television, was somehow touched by Dr. King.

We began to question ourselves at the dinner table and we began to write dissertations for school government classes. We were a generation who learned what it was like to be Black in America.

Dr. King was not the only figure of his time questioning America. One morning we would pick up our daily newspaper and learn of another prophet—Jack Kerouac.

Kerouac, a novelist, had become the "Guru of the Beat Movement." A strikingly handsome man (many interviewers referred to him as a beatnik Brando) he became one of the handful of writers to chronicle the then emerging bohemian life-style.

Suddenly it became fashionable to throw on a black turtleneck pullover, attend a subterranean-lighted coffee house, quote "beat" poetry and listen


1955
EQUALITY

to limitless amounts of existential verbiage. We woke up and found ourselves facing a new Lost Generation whose answer to everything was: "real gone."

**"That's Not Writing," Capote said. "It's Typing."**

Kerouac was our Hemingway. He went *On the Road* to experience life at gut-level and the only other alternative –the man in the gray flannel suit– seemed a lot less romantic.

Kerouac brought into the language all the hipster expressions of his set– "cool cat," "Wow!," etc.–and introduced the not totally original but still culturally influential idea that "one is either hip or a square, a rebel or a conformist."

He rebelled as only the son of a proper Massachusetts middle-class family could rebel. Two years of Columbia College were enough. Then off he went to enroll in the life of the hobo romantic.

The rumors about Kerouac filled much more newsprint than critical analysis of his work. He was one of the first of the "personality" novelist figures. Everytime he would turn around a reporter was waiting for him to utter a new incantation over the death of the American soul.

Stories circulated about his friendships with poet Allen Ginsberg and novelist William Burroughs, Jr. He was not only a "spontaneous" prose man, but a biker and a vagrant.

He was rougher and tougher than anyone that came before him. We followed his wild ramblings, poured ourselves another cup of expresso coffee and returned to the solid comforts of the middle class.

**And the Beat Goes On and On**

It wasn't Kerouac that America turned to in high hysterics. He was only a novelist of a fringe group living out in left field. The central "pop" position of the decade fell to a young, naive, rockabilly, pelvis-swaying swinger named Elvis Presley.

Presley was someone all of us could identify with–the poor Mississippi-bred kid who lived with his family in a Memphis, Tennessee, tenement house, majored in shop in high school, wore outrageous pink and black ill-fitting clothes, had a passion for pink on pink Cadillacs and rocked the country with such "soul" that audiences in towns like Jacksonville, Florida, literally tore his clothing to shreds on stage.

"If I could only find a white singer who sings like a Black man I could make a billion dollars," said an early manager. It was a wise prophecy.

"This kid's a guitar-playing Marlon Brando," said rotund funnyman Jackie Gleason. Marlon Brando should have been so lucky. Few show-biz attractions have ever reached the legendary status of an Elvis Presley.

His first appearance in April, 1956, on a Milton Berle special had one out of every four Americans watching his blue suede shoes and what a critic called "hootchy-kootchy" mannerisms. A performance on the *Ed Sullivan Show* that year was watched by 82.6 percent of the audience (an estimated 54 million people). By the end of 1957, Presley's yearly income would be estimated at a then unheard-of $55 million.

His early movie, a real clunker called *Love Me Tender,* earned back the million dollars of its production cost within three weeks. No one could even remember his co-stars (Debra Paget and Richard Egan). Three thousand teenagers lined up outside the Paramount Theater in New York, braving cold weather at 8 am to get a seat for its initial performance.

You would go down to the local five-and-ten and find that manufacturers were putting out Presley bobby socks, blouses, sweaters, charm bracelets, bubble gum cards, pencils, blue jeans, soft drinks and even lipsticks. (Named "Hound Dog Orange.")

Everyone wanted to cash in on his success. When he entered the Armed Services, Broadway immediately put into work a musical called *Bye, Bye Birdie.* It dealt with a Presley-like, gold lamé-clad sex symbol riding into a small town to win over the pubescent teenage girls and to cause panic with the parents. It ran for two years.

When Elvis returned from his tour of duty in Germany it was as if the conquering hero had come home. All along the train route fans held up "Welcome Back" and "Our Hero" signs. We were that young in those days.

Elvis Presley wasn't just an overnight sensation–he was a living legend. He changed country music. He changed recording techniques. He changed appearance tastes and added sexuality (boy! did he add sexuality) to the music stage. Guitar sales climbed astronomically. At one point he had six singles in the top 10 charts at one time, a record that has not been equalled since.

When the Army shaved his ducktailed head (remember the spit curl coming over the forehead?) he said: "Hair today–gone tomorrow." When he dated then-starlet Natalie Wood, Hollywood columnists tore out their bobby pins to get the scoop on "the romance."

He seemed unbelieveable in his success. The stories circulated about his $20,000 Rolls-Royce with a built-in bar (though he didn't drink), his entourage of young buddies who were paid $250 a week just to follow him around, about Colonel Tom Parker, his mentor and manager, who reportedly earlier in his carnival-promotion days painted sparrows yellow and sold them as canaries.

His songs. You could not escape them (as hard as some women in Syracuse, New York, tried by circulating a petition to "stop his evil ways"). "Hound Dog," of course, "Don't Be Cruel," "Teddy Bear," "All Shook Up," "Are You Lonesome Tonight," "It's Now or Never." Simply include your own personal favorites from a list that could bring publishers overnight fame, and send teenage girls sobbing into shag rugs.

But those were just songs. It was the way he sang that grabbed the youth culture. Years later when he was asked where he got his wiggle, Presley said: "We used to go to these religious singin's all the time. The preachers would cut up all over the place, jumpin' on the piano, movin' ever which way. The audience liked 'em. I guess I learned from them."

The Presley phenomenon is not over. He has become somewhat more subdued, and fortunately for us his career as the hero of a group of films that will go down in history as being written by a "Mouseketeer" is now plainly over. But, he is the number one draw in Las Vegas, packing them in and letting his style do its thing to new heights of both career achievement and financial reward.

America has given to the world four truly unique entities: Mickey Mouse, baseball, Coca-Cola and Elvis Presley. Only one is human. "He sowed the seeds of a new rhythm and style in the soul of the youth of America," said Eldridge Cleaver in *Soul On Ice.* In the '50s many thought those seeds would sow trouble. A generation later would see, finally, that he brought a harmless release of excitement. Excitement that would, a decade later, be released in other areas.

He came out of the South; a big, hick kid with a mop of hair and talking hips. Despite pink Cadillacs, teddy bears, squealing teeny-boppers and little old ladies, he might well have been what the good times in America were really all about.




*A hard-charging professional racer goes off a man-made bump competing in United Air Lines Classic at Vail, Colorado.*

## Snow-Man against Snow-Man...

# The Explosive World of Professional Ski Racing

by Burt Sims

The winter world's newest high-stakes competition has been likened to automobile drag racing, bronco busting and quarter-horse sprints.

Professional ski racing does have the explosive quality of all those events. But if you watch the Black-and-Blue Gang going all-out for some of the half-million dollars in prize money this season you'll find the sport has a spine-tingling, empathetic charisma all its own.

It's not car against car, man against beast or horse against horse. It's man against man, in a natural element, side-by-side down tightly-strung parallel race courses. It's an elbow-swinging, knee-jolting, bump-soaring, lung-burning, ice-scraping, snow-thrusting, leg-throbbing burst of quarter-mile frenzy. Capture it in storage tanks and you could solve a major energy crisis.

An excellent opportunity to cut a slice of this excitement will come at Vail, Colorado, on December 8-9. The United Air Lines Pro Ski Classic will be the second stop on the 15-weekend professional tour.. The initial blast-off at Aspen over Thanksgiving weekend will have given the pros an early line on the competition.

Travelers on United's broad network will have several opportunities to watch the pros. The schedule of weekend tournaments ranges from coast to coast and from Canada to North Carolina.

Not just for image is the group called the International Ski Racing Association. Men who were Olympic champions; men who were world champions; men who were national, regional, and/or local champions, represent the United States, France, Austria, Switzerland, Norway, Italy, Canada, Australia and other points.

They ski on an individual basis, of course, so far as the rush for that handsome prize money is concerned. Up to $30,000 is up for grabs some weekends; no less than $20,000 the others. The season-long series of races, identified as the Benson & Hedges 100s Grand Prix, has another $100,000 in bonus money to be cut up at the conclusion of the campaign.

In addition to his weekend purses, the man accumulating the most points during the tour will pick up $50,000. The next four finishers will divide another $50,000, with $20,000 going to the second place man.

Points are awarded for each race, ranging from 25 for first place down to five points for ninth to 16th place. The prize money is contributed by a host of sponsors and there is no admission charge to the races.

Last winter Jean-Claude Killy, the phenomenal Frenchman who swept three gold medals in the 1968 Grenoble Olympics, returned to the wars after nearly five years of retirement. The comeback effort was awe-inspirng. Then 29, the highly personable Killy won enough races, scored enough points, to edge out Harald Steufer, of Austria, and Spider Sabich, of California and Colorado, on the last day of the campaign.

Last season the series ran 12 weekends, and the Grand Prix first prize was $40,000. Killy's victories provided him with $68,625—an average of better than


United Air Lines

$5500 per weekend—to help him thaw out.

**Sponsors Agree: Great Skiiers Make Great Salesmen**

A generous rule of thumb figures that you can just about double a top racer's prize money with what he'll make on endorsements, personal service contracts and manufacturer-sponsorship. Rossignol, for example, contracted with Killy to race on Rossignol skis. Sponsors often build bonuses into contracts, scaled to a racer's performance.

Considering these combinations of resources, it was estimated that Spider Sabich, racing for K2, an equipment manufacturer, pocketed more than $50,000 for his championship performance in 1970-71, up to $100,000 for his repeat the following year, and perhaps $70,000 for his third place finish last season.

Each year since the "test" season in spring of 1970, the purses have increased and the tournament has lengthened.

The ISRA was launched in 1970 with three races as the brainchild of Bob Beattie, former U.S. national and Olympic Alpine team coach. Watching the U.S.-French team matches at Aspen in 1969, Beattie immediately identified the necessary ingredients to make pro ski racing a crowd-pleaser.

The racers were competing against the clock, as usual, but were dispatched down parallel courses, side by side. It was this change in format that held the magic.

In virtually all Alpine racing, such as you've seen on your neighborhood hills or on television, each racer travels the course by himself or herself. It's a race against time but you must have a computer brain or a clock in your cranium to determine how well a racer is doing at any point along the course.

Not so with the pro. Two men come out of the starting gate simultaneously. From that moment on you have the classic confrontation—two opponents. It's something with which a spectator can identify; something for which he can cheer or commiserate. That spectator may never have been any closer to a ski race than the Tijuana bullring but the minute it's man against man he can pick a favorite and there is empathy. The concept provides another plus for the spectator in the intensified conflict, the competitive goad or what might be termed the hot-breath syndrome.

"Before," says Tyler Palmer, of Kearsarge, New Hampshire, who was ranked among the top three slalom racers in the world when he turned pro two seasons ago, "you went what you thought was all-out through the gates. But you went alone. Now you may think you're going all-out but then you see a guy about to go by you, or you hear the guy in the other course right at your heels." Tyler grins. "You find new meaning for 'all-out'."

The final field that races head and head in each event—a giant slalom and a slalom—is limited to 16 racers, progressing up a tournament ladder just as in a tennis or bowling tourney.

Just getting into the field of 16, however, poses severe tests of stamina and skill because there are usually 40 or 50 individuals fighting to get there.

A simple system of seeding and elimination rounds is followed. The top 30 racers on the tour are automatically eligible for the first elimination round. The remaining hopefuls engage in qualifying races the day before the tournament, and the 10 fastest fill out the starting field.

These 40 men then compete in elimination matches the morning of each race, and the fastest 16 are thus selected for the main event. You can see it takes a lot of racing just to get into the race!

Even if you're one of the top ranking pros, you still have to earn your right to be in that field of 16 every time it goes to the post.



*Crouching, straining to shave fractions of a second, Norway's Lasse Hamre speeds around a slalom gate.*

The dual courses are 1000 to 1500 feet long, virtually straight down a slope that's studded with 30 to 50 single-pole gates, depending on whether it's the more open giant slalom, or the slalom.

**It's Mostly a Matter of Timing**

The courses have identical configuration, and are only five yards apart. Along the way there'll be a man-made bump in three different locations. These are three to four feet high to add further tests of skill—and further excitement.

Two men compete in each heat, and switch courses after the first run to equalize whatever slight advantage one course might contain.

The celebrated Heuer electronic timing system is used providing computerized results to the thousandths of a second.

Naturally, if Racer X beats Racer Y in both heats, the timing is of no consequence. But if Racer X wins the first heat by .678 seconds, then (after switching courses) Racer Y wins the second heat by .650 seconds, the electronic timing is crucial. It identifies Racer X as the winner, because he had the greater margin of victory. Racer X moves up the ladder.

The finishes are often that close, figuring in some incredible instances to a victory six inches or even less after all that racing tumult.

Such high-caliber challenge, with no margin for error, is a catalyst for the championship qualities of the pros. From week to week they share the spotlight: Killy . . . Steufer . . . Sabich . . . Palmer . . . plus Hugo Nindl, Otto Tschudi, Alain Penz, Perry Thompson, Dan Mooney, Terje Overland and a dozen others.

This season that spotlight will dwell considerably on Karl Schranz, the iron Austrian who at the old-for-pro-racing age of 34 is still one of the world's most formidable competitors. The colorful, controversial Karl, who announced his retirement from skiing after he was barred from the 1972 Sapporo Olympics on charges of professionalism, has turned pro in earnest.

Skiing for the Kneissl company which has figured prominently in an outstanding career capped by two world championships, Schranz is expected to have an explosive impact on the Grand Prix circuit.

The arena for testing superior skills and extraordinary endurance is the professional ski race course. Fortunately for most of us, we don't have to ski it to believe it.



Portrait by William Alan Shirley

# An Interview with Tom Bradley

## Los Angeles' Aggressive New Mayor

by Paul Bernstein

When Tom Bradley took office last July as Mayor of Los Angeles, the post suddenly gained new importance. This mayor faced the problems head-on with the optimism that only a newcomer can bring.

That he was a Black in a city without a large Black population seemed less important to the voters than in 1969, when a primary lead was reversed giving incumbent Sam Yorty another term. During the next four years, Bradley emerged as a moderate liberal. In his second try, he defeated Yorty 56 percent to 44 percent, running strong even in areas previously conceded to Yorty. In victory he expressed pride that Los Angeles could choose its mayor without considering race.

Born in Calvert, Texas, Bradley went to a largely white Los Angeles high school then to the University of California in Los Angeles where he ran track. During his 21 years on the police force he achieved the rank of lieutenant and earned a law degree in his spare time. When he returned to running, in 1963, his goal was not a finish line but a City Council seat. He won the race and held the position until his election as mayor. Now 55, his political future is bright, to say the least.

The first two months of office appointments were full and well-organized. *Mainliner's* 45 minutes shrunk to 30 when its reporters encountered downtown traffic the morning after Labor Day, thereby obtaining a first-hand understanding of Bradley's first priority as mayor—rapid transit. The discussion turned quickly to that subject.

MAINLINER: How would you evaluate your first few weeks in office?

BRADLEY: Hectic! About 16 hours a day, seven days a week. There's been no relief, no letup whatsoever. We've tried to establish a tone more than any specific kinds of things that we want to accomplish in the first two months of office, a tone of cooperation with the City Council, with the state legislature, with the federal officials in Washington. We've made some progress and there are clear indications that help is available and that it will be coming. It's up to us now to put together the kinds of requests and applications that will get that help. The main item, of course, is our rapid transit program. So far we've had good response on all levels, so it's our hope that next year, in November, we'll have on the ballot a measure for local financing of a rapid transit system.

MAINLINER: What is the status of the promise made during the campaign to break ground in 18 months?

BRADLEY: We could expect that within two years we will have what we call interim measures started, but the whole idea of breaking ground for the rapid transit system is unlikely in the two-year period. There are a number of other things that can be done: expansion of our bus system, mini-bus programs, dial-a-ride, use of existing lanes on our freeways for rapid movement of people by special freeway buses or car pools. So we're going to attack this thing on all levels at the same time.

MAINLINER: What is the long-range plan?

BRADLEY: It's pretty hard to give a date when we can begin construction of the long-range plan. It depends somewhat on the implementation of the legislation we hope to get through. I'd be satisfied if we showed constant movement all along the way.

MAINLINER: A lot of the problems you'll be facing in the coming months are problems that affect most of the major cities in the country. To what extent do you feel Los Angeles can be taken as some sort of test case, a model in attacking these problems for the rest of the nation?

BRADLEY: The air pollution problem is one item that I think is influencing many cities in this country. Ours may be a little bit more severe. We are a community that depends almost entirely on personal automobiles and the automobile produces over 80 percent of

the air pollutants, therefore, it is especially critical here. I think we're in a position to show other communities how they can begin reducing miles driven by automobiles and if we can establish that kind of direction I think it can be a model for the rest of the country. There are a number of other matters of growth policy for this city that we're working on—establishing some kind of a reasonable limit to the population here and developing a planning arrangement that would accomodate this. I think it's going to be one of the major steps forward in the country.

MAINLINER: Is Los Angeles unique in the respect that you will attack problems in a way geared specifically to Los Angeles or can you deal generally with the problems of the major cities?

BRADLEY: I think you really cannot compare this city with other cities. We're different because of the vastness of space, the quality of the leadership we have in our corporate limits, the enormous resources and wealth which we have here. By virtue of age alone, other cities have suffered such blight and deterioration that they will find it difficult to recover. We are still in a position to save ourselves.

MAINLINER: What steps will you take to create a stronger role of activism in the mayor's office?

BRADLEY: I think I've done that already. It would be easy to look upon this office as a ceremony—perform only the ribbon-cutting, presentation of citations and scrolls, travel to foreign, exotic places, but that would not be an answer to the major problems that I see facing this city. In the field of transportation I don't have legal authority but I think there is an opportunity for leadership and an obligation for leadership. I've shown that leadership already, bringing together the other cities in the county in the Rapid Transit District and getting the state legislature and the Department of Transportation in Washington in a position where they're willing to help us. I don't know of a major rapid transit system that has been built on this continent where there wasn't strong leadership from the mayor. Those mayors had no more authority or power than the mayor of Los Angeles, so the fact that I don't have dictatorial power is not going to be a limitation in terms of how I plan to function.

MAINLINER: I remember Sam Yorty warned you that you would find more of the ribbon-cutting, ceremonial tasks than you might have expected. Have you found the office to be any different in reality than you had pictured it?

BRADLEY: Only in the sense that the amount of work which has fallen upon this office since I took over has come primarily because of the attention which has come to Los Angeles as a result of that election. But I try to put the routine matters in perspective, so that I do some of that but I also have time for the more substantive matters.

MAINLINER: What was it about the election that, in your opinion, gave it such widespread national attention?

BRADLEY: I think it was a classic situation in which I had lost the election in 1969 and yet had the faith to come back and try it again. It was almost an identical situation existing, where it was a case of a confrontation between the incumbent mayor and a Black who was running for the office of mayor in the third largest city in the country where the population of Blacks was about 15 percent. It created a special kind of situation that many people were watching. When I won with such an overwhelming majority it automatically focused upon this city a great deal of attention.

MAINLINER: What would you say, in retrospect, were the differences between the two campaigns?

BRADLEY: There were a number of things. First of all, I was much better known in 1973 than I was in '69. I believe I ran a much better campaign. I think it was a very well-run media campaign, getting our message across to the people. In the four years between '69 and '73 I had a chance to work with people, helping them with their problems, so they knew me as a person, not a name. That made a difference. And I think finally the fact that people had watched and knew who I was and what I stood for and the programs that I offered.

MAINLINER: Now that the campaign is over do you feel the question of race will play any part in your office?

BRADLEY: You cannot eliminate the factor of race, but I must say that the reactions I've been getting from people all over the city are very encouraging. When I was attending a function at the Hollywood Bowl one night I got a very warm standing ovation from the audience when I was introduced. Two people came up to me a few minutes later and said, "You know, there's a love affair going on between you and this city." I think that's true. I've never seen the warmth of people such as we have found here, after a difficult election.

MAINLINER: Do you think it's valid to make any comparison between your anticipated experience and the experience of Richard Hatcher or Carl Stokes?

BRADLEY: No, I don't think there's any comparison. There are tremendously different circumstances in the cities that you just mentioned, so I don't think you can compare Los Angeles with another city in the country.

MAINLINER: With your election you've been called, after Senator Brooke, the most powerful Black man in the country. How do you see your future national political role?

BRADLEY: My primary political responsibility is here in this city, and I will give it my undivided attention. That does not mean that I won't have some interest in national politics. I do not put that aside entirely, but I'm going to spend the bulk of my time working in the city of Los Angeles.

MAINLINER: What role do you expect to take in the coming state elections?

BRADLEY: I have not yet made a decision on that.

MAINLINER: Will you be active in campaigning?

BRADLEY: It's very likely that I will not support any of the candidates in the primary. I don't know what role I will play in the run-offs.

MAINLINER: Have you been approached at this point by any of the Democratic Party leaders to take any active role in their activities?

BRADLEY: No.

MAINLINER: What were the results of your recent visits in Washington in terms of getting federal aid for the city?

BRADLEY: Very reassuring, in every case, whether it was the Transportation Department, Housing and Urban Development, or Health, Education, and Welfare. They have not been able to deal with this city in the past because of the division of responsibility and the fact that when they approached us they really didn't know with whom to deal. I think they are looking for strong leadership from the mayor's office, and that's what they're going to get.

MAINLINER: How do you see the federal role in city government; what kind of role do you think it should take in fighting urban problems?

BRADLEY: There's some uncertainty at the moment in the direction that's going to be taken under the Administration's so-called "new federalism." It would be speculating to say how best we could use the pending revenue-sharing funds. I think that what we do need is additional federal financial help. They're the best tax-collectors in the world and we'd like to get some of that money back to our cities.

# WHAT YOU SHOULD KNOW ABOUT CANADA

## (but probably don't)

by Jules Gray



Canada is an extremely cold place up north which sends the United States bad weather. It is populated by Nelson Eddy-like Mounties and Eskimos. It has only one city important enough to have a major league baseball franchise, and its major export is hockey players. Next subject.

The above is too often the typical American stereotype of the United States' neighbor nation. As Canadians, we are tired of an ignorance and indif-

*Continued*

# Canada Is Not a Little Country "Up North"



*Banff National Park, Alberta, Canada. North from Observation Park, snow covered mountains and trees.*

ference which is often found in the United States. We know a lot about you and your government; you rarely know anything about us. So, for the sake of international brotherhood, how about learning something about us?

Though its population is little more than 21 million, Canada is the second largest country in the world (in land mass). Québec, our largest province (594,860 sq. mi.), is bigger than Alaska (586,412 sq. mi.). Ontario and British Columbia are both larger than Texas.

We have 10 provinces, not states, which stretch 5000 miles from Newfoundland on the east to British Columbia on the west. The others are Nova Scotia, Prince Edward Island, New Brunswick, Québec, Ontario, Manitoba, Saskatchewan and Alberta. There are also two vast territories, the Yukon and the Northwest Territories (which is divided into three districts ).

Canada spans seven time zones. In addition to the United States' Eastern, Central, Mountain and Pacific zones, we add Atlantic and Newfoundland time in the east, and Yukon time in the west. Our southernmost point, Point Pelee in

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*Jasper National Park, Alberta, Canada. View of glaciers from Wilcox Pass.*

Lake Erie, is south of the California-Oregon border.

After the British North America Act made us a nation 106 years ago, we developed into a modern, urban country. Three-quarters of our people live in cities. Three of those cities—Montréal, Toronto and Vancouver—have populations of over one million. Half of the people live in Ontario and Québec, and, yes, nearly 90 percent of us *do* live within 100 miles of the United States border.

**Canada Is a Rich Nation**

Canada vies with the United States for the second highest standard of living in the world (Sweden now ranks first). We are highly industrialized, yet much of our wealth is in natural resources. Canada produces 1/12 of the world's gold, and is a leader in copper and uranium. We are the foremost producer of nickel, platinum and asbestos. Our hydroelectric power plants are the world's largest. Wheat, pulp and paper are among our greatest exports. Yet, more valuable than all of these are our extensive oil and natural gas fields.

**Canada Is Not Ruled by England or Its Queen**

Like other independent members of the British Commonwealth, Canada has its own government and makes its own laws. The central government in Ottawa, Ontario, our national capital, is based on the parliamentary system.

Parliament consists of the Governor General and two lawmaking houses: the Senate and the House of Commons. The Governor General (now the Rt. Hon. Roland Michener) is a figurehead with only symbolic power. He is the representative of Queen Elizabeth II, who is symbolically Queen of Canada as well as Britain.

The 102 members of the Senate are selected by the Prime Minister and again, symbolically, though officially, appointed by the Governor General. Members of the Senate hold their appointments until age 75.

The 256 members of the House of Commons are elected by the Canadian people. These members serve for five years, unless an election is called earlier. Bills must be approved by both houses of Parliament and signed by the Governor General before they become laws. All money bills (as in your House of Representatives) must be introduced in the House of Commons.

The House is much more powerful than the Senate and the real work of running the government is done by the

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*Lower: The splendors of Nova Scotia await visitors to Annapolis Valley. Upper: Modern office buildings lend a 20th-century appearance to the old city of Québec.*




Prime Minister who is a member of the House. The Prime Minister does not have the executive privilege or the power of the President of the United States.

The current Prime Minister is Pierre Elliot Trudeau, a Liberal, a French-Canadian, a millionaire and one of the better educated heads of government in the world. He also wears turtlenecks, sandals on occasion, puts roses in his lapel and is married to a woman young enough to be his daughter.

Canada has four significant political parties—Liberal, Conservative, Social Credit and New Democratic. The Liberals get most of their support from middle and upper classes in the cities, from ethnic voters and French-Canadians.

Conservatives, now called "Progressive Conservatives," are usually strong among older voters, Protestants and in English-speaking rural areas.

Most of the Social Credit strength is found in Québec and among the lower economic class. The New Democrats are akin to Britain's Labor Party and profess a form of democratic socialism.

Canada's Supreme Court consists of a Chief Justice and eight associate judges who are appointed by the Federal Cabinet and serve until age 75.



*Eight members of the Royal Canadian Mounted Police pose in front of the stately Parliament Buildings in the Canadian capital of Ottawa.*

**Canada Is Not "Just Like the United States"**

Even though we Canadians are North Americans, we are not "Americans." If there is a "Canadian Dream," it is not heroic as much as it is sentimental, not external as much as it is internal. Our dream is more of a yearning than an ambition. We have probably more poets and folksingers than any other nation. Consider the words of our writer-pundit John Porter:

"These (American Dream) charter values of liberty and equality, particularly equality of opportunity, are recurring themes in American culture and provide goals towards which society strives and in the light of which progress can be measured.

"Canada did not start with a revolution and therefore, unlike the United States, the charter values that guide it are not clear. With its counter-revolutionary past, prolonged colonialism, and monarchical institutions, Canada has not rejected the old European forms as Americans have said to have rejected the 'European Father.' Consequently, people are judged more in terms of what they've achieved than of what they

might achieve. This conservative climate has been reinforced by the efforts of Canadians to distinguish themselves from Americans. Hence, Canadians have rejected republicanism as being essential to the creation of a new nation."

Though from a status and class point of view, Canada appears more elitist than the United States, it *is* a 20th century democracy based on an industrial economy. Though we have two charter groups, one speaking English and one speaking French, both take on the appearance of separate nationalities. Québec is Québec and Canada is Canada. The part lives within, yet is somewhat separate from the whole.

**Is Canada Controlled by American Business?**

The richest and fastest growing sectors of the Canadian economy are controlled by United States business interests. For instance, while we own 94 percent of our own agriculture, forest, fishing and trapping industries, Americans hold 99 percent of our booming petroleum industry. The accent most frequently heard on the streets of Calgary, Alberta, our oil capital is Texan.

Canadians still hold 71 percent of their own investment companies, 81 percent of public utilities, 69 percent of retail trade. Yet, foreign domination of the economy is gaining strength because it is concentrated in Canada's most powerful and profitable companies. Though, in a 1968 survey, non-resident corporations accounted in number for only three percent of all Canadian firms, they controlled 27 percent of all assets, made 35 percent of all sales and cleared 51 percent of all profits.

Almost twice as many magazines sold in Canada are U.S. products rather than Canadian. American books dominate and threaten to obscure forever the Canadian publishing industry. American teachers are in key positions of influence at our universities.

**Canada for Canadians?**

These economic and cultural facts have started a wave of nationalism in Canada—a move to keep Canada for Canadians. At the moment this movement is more naturalistic than patriotic, that is, more passive than aggressive. Our disillusionment with copying the United States came at about the time of the assassination of President Kennedy. When we saw America's racial strife, street crime and participation in the Vietnam War (which our government officially opposed), it made us question whether the American way should be the Canadian way. We are beginning to oppose the economic and cultural domination of our country by another. We are still the "friendly-neighbor-to-the-north," yet we are an increasingly cautious one.

Canadians, especially the artists, are very much engaged in finding a voice and identity of their own. For them, Canada's very survival as a nation and a people is at stake.

We are in a revolution of the self. We are organizing our potential to use our human as well as our natural resources. We don't want to be either European or American. We want to be Canadian. We *are* different, and you'll realize that more as you know us better.





*Upper: The Toronto skyline. Lower: The Calgary Tower stands squarely in the center of the foothills city and rises 626 feet above it.*

*Canadian Jules Gray is a free-lance journalist and editor who lives in Toronto. He is a regular contributor to many Canadian periodicals including* Macleans, *Canada's national magazine.*

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*United Air Lines serves the Friendly Skies of Canada, too. There are frequent daily flights from throughout the United system to Toronto and Vancouver. Western International Hotels, United's partners in travel, have hotels to serve you in four locations: The Calgary Inn in Calgary, Alberta; the Bonadventure in Montréal, Québec; the Bayshore Inn in Vancouver, British Columbia; the Winnipeg Inn in Winnipeg, Manitoba.*

20th Century's Horn of Plenty...

# Investing in Franchises: Not a Sure Thing but a Good Bet

by Leigh Kennicott

Through the arched windows in Santa Barbara, California, the famed El Paseo Shopping Center, brilliant wall hangings, rugs and framed handcrafts create a kaleidoscope of color. In the foreground, a pretty woman dressed in a long, medieval gown perches atop a stool, industriously working a large piece of burlap stretched over a frame with the hand tool she is selling. Passers-by pause, then come in for a closer look.

It's a perfect setting for one of those crafty new movies—the star at the rug frame, tufting away. But it's really the newest addition to Rug Crafters, a chain of franchises selling a tufting tool and kit, and the young woman is co-owner of the store.

Gloria McManus, 28, and her husband John, 30, have been operating their own franchise for a month. They are enthusiastic about their new venture and its effect on their future. They are also indicative of a new breed of franchisee who first looked long and soberly before jumping in.

"We never really considered a franchise," explains John. "But we knew we wanted a business together. We investigated a hamburger stand and janitorial service. We almost bought the hamburger stand because we wanted to find something we could work with our hands, but we didn't want to be under a mother company's thumb."

A chance meeting with Rug Crafter President Russell Gates while Gates was planning the Santa Barbara store brought franchising to the McManus' attention. "We tried hard not to be swayed," John says. "We looked around at the other stores. We talked at length about the possibility of bringing in other products. Russ Gates convinced us that we'd be hard pressed to find comparable products. Our major objection was lack of independence. We wanted to be entirely on our own. But we were finally won over by the product."

John confirms his changed attitude: "An obvious plus in franchising is that the rate of failure is so much lower than opening a new business on your own. Our training manual leaves nothing out for the uninitiated. Unlike most franchisees, we had a whirlwind training period, because we had to open the store during Santa Barbara's Fiesta. We had at least 500 people through the doors that first day."

About the possibility of loss, John says, "We're not interested in becoming inordinately rich. If we break even, that's fine. We left the city to be together; to work side by side. Now we feel that franchising is a good bridge between initiative to have our own business and protection and assistance from a parent corporation. It saves 100 percent of the hassle for 50 percent of the cost."

**Total Communication Essential for Success**

Aaron Rothenberg, a Beverly Hills franchise consultant, delineates the concept: "A franchise is a continuing—underline that—relationship between franchisor and franchisee in which all of the secrets of the franchisor are imparted to the franchisee without qualification."

The tools of this relationship are the licensing fee paid by the investor for the privilege of operating under the franchisor's trademark and utilizing the franchisor's expertise as drawn up in the all-important franchise agreement.

Rothenberg says, "A franchisee will buy because he's looking for a higher salary. He expects a better return on his investment based on his own diligence. He is buying a money-making vehicle; a system. The product is really the smallest part."

From a franchisor's point of view, the system is the best way to expand rapidly with minimal investment and, ideally, create better communications between customer and franchisor. According to Rothenberg, the old patterns of distribution disperses product information, since it travels from manufacturer to middleman to retailer to customer. Like the old "whisper" game, the message the customer receives at the end of the line is a far cry from the one the manufacturer sent out. The franchising system allows a direct line from parent company to franchisee, who is, you might say, created in his image. The message, hopefully, remains the same.

The McManuses initial reaction to franchising is the residue from get-rich-quick schemes that proliferated in the middle and late sixties. The entire industry has faced reorganization and a generally bad image as the result of fumbled star-name corporations. These front money franchises relied on franchisee's initial fees to keep the ball rolling. With inadequate training and without supervisory reinforcement, they went under, taking the small investor along. Some unfortunates never got to see their franchise site.

Franchising actually got into full swing around the turn of the century when automobile dealerships and gasoline concessions proliferated. The form has been so well defined by now, you seldom consider them alongside franchises like McDonald's, House of Pies or Kentucky Fried Chicken. Besides, as one successful dealer advises, "Auto dealerships cannot be bought nor sold. Everyone wants to be a dealer. Only a few make it. You really have to know the business."

*Continued*

Photographs by Marv Lyons

Kentucky Fried Chicken.
BURGER HAMBURGER
McDonald's
Root Beer Float

**FRANCHISES** *Continued*

The depression spawned a retail operation that brought franchising into the country's economic fibre. Mode 'O Day came into being when two dress manufacturers, stuck without distribution, brought their dresses into an existing shop and they were sold on consignment. Their low-priced frocks were just what the country wanted. From that one shop, the concession concept has expanded into a network of 700 stores. Since its acquisition by a major retail firm Mode 'O Day's inventory has expanded and the franchises now include two specialty shops designed for shopping centers, Double Up and Flair Shops. Mode 'O Day attributes its low failure rate to changing conditions at the location of original stores. Through the economy's thick and thin, Mode 'O Day remains a good risk since the parent organization owns the inventory of each store, reports Peggy Clothier of Mode 'O Day.

Another wrinkle on the franchise concept appeared in 1938, when Mr. Culligan's water softener clientele exceeded the capacity of his Northbrook, Illinois, operation. He authorized the first franchise in the nearby town of Wheaton. Today 950 dealers throughout the United States alone, have made "Oh, Culligan man!" a familiar cry.

In the early days of Culligan's expansion, a franchised dealership consisted of a modest fee and access to buy equipment and supplies from Culligan. Today, as William Marlow, a vice-president with the company, states, "Our biggest activity in franchising is the resale of existing dealerships." While the initial deposit is still about $1000, average totals for the dealerships range from $40,000 all the way up to half a million.

The real boom in franchising got under way after World War II when many veterans returning with capital clamored for their own businesses. Of the franchise firms now operating, ninety percent were begun during this period. The roadside stand, epitomized by McDonald's, soon came into its own. Franchising expanded into every imaginable field. Performers from "Broadway" Joe Namath to Zsa Zsa Gabor jumped on the bandwagon. But almost universal lack of planning resulted in rapid failure. In addition, outright charlatans began touring the country with get-rich-quick gospel and the people believed.

**Enter Uncle Sam the Protector**

The government became the logical deterent, protecting the small investor. In 1969 there were 1200 franchises operating in California alone. Today there are 155 licensed to conduct business there. The stringent California Franchise Investment Law which went into effect January 1, 1971, makes the difference. Destined to become the model for future legislation, the law stipulated that the franchisor give the full story on his operation, intention, the purpose and use of all fees, royalties and compensations. Furthermore, the law enjoins franchisors from requiring particular suppliers and purveyors. Unlike days of old, potential franchisees are encouraged to consult with existing owners before making a decision.

But the law wasn't implemented without some growing pains. One disgruntled franchisee, caught in the middle between an old contract and a new one that conformed with the law had to get out. "When the contract changed, the franchisor changed charges and the rules. The support fee became difficult to meet. We had to call it an experience and get out. Sure, we got our money back, but then I worked for nothing."

Not only new legislation, but the downward flux in the economy helped eliminate the "fast-back" franchisors that abounded. Some reputable firms felt the pinch, too.

International Industries, having grown from The House of Pancakes in Los Angeles' Toluca Lake district, to fifteen divisions in almost as many years, found itself crippled by frozen assets and over-diversification. Caught cash short, the company went through painstaking divestitures until today, making a successful comeback, International Industries stands as one of the most efficient franchise firms in the country. Their operations are noted for the wide-range, effective field programs which feed continued support to the franchisee.

Aaron Rothenberg enumerates three important qualities of a franchisor as, "First, he must have empathy; then a good profit and loss statement—proof that the formula makes money. Lastly, he should have the capacity to build a managment team that will keep the franchisee operating."

Various states' laws have made these requirements *sine qua non.* Every reputable operation in franchising is gradually rebounding and with them public faith. But franchisors still rankle over the varying stipulations. Washington is known to have the toughest regulations, while some states have none.

In 1971 the Federal Trade Commission drafted a uniform franchise trade regulation in reaction to flagrant misrepresentation and bad business practices. The rule emphasised the importance of full disclosure, requiring that the franchisor furnish all details of business history and even the addresses and telephone numbers of ten existing franchises.

Jerry Opack, executive vice-president of the International Franchise Association, is an early proponent of franchise regulation. "Our primary concern is uniformity. We're presently keeping an eye on state legislation. There are now 12 state laws concerning franchising, and one more, in Illinois, that is about to go into effect," he says. While he is enthusiastic about the FTC rule on full disclosure in so far as it conforms with the Association's goals, he has recommended certain reforms. Final adoption of the rule may be forthcoming in 1974.

"At hearings held in 1972 we presented our recommendations for amending the new rule," Opack reports. "The five man committee sat for 14 days of testimony and heard 3000 written pages of comment from various industry representatives. The trouble is, some provisions are difficult to comply with. Not every franchisor has access to profit and loss figures of their franchisees. Some stipulations would mean a risk of serious liability without intending it. We objected to these things in 1972 and we're hoping that changes will be made in response to some of the problems."

Based on existing self-regulation by franchisors, the rule enforces uniform federal guidelines that will swing divergent state regulations into harmony. With these protections either on the books or pending, franchising has become a safer enterprise. Even though it accounts for 25 percent of all consumer product expenditures and 10 percent of the gross national product, it is becoming a very selective industry. Large, successful companies like McDonald's Hamburgers have a two-year wait for a choice location in some areas. Other concerns, like 7-Eleven grocery chain, now rotate new franchisees into old, established stores while giving old franchisees their choice of new locations.

Since franchising has reached adolescence, a new phenomena affects the highly touted direct communication between customer and owner. More and more of the successful operators are buying new stores, setting up managerial systems, even incorporating themselves, then going public for increased capital gain. This creates a system of corporations who are in business for other corporations. Hardly a Mom-and-Pop approach.



*One of many new franchise enterprises is Rug Crafters.*

Many franchisees have put in enough years and want to retire. This remote control is again, a step away from the personal initiative that hallmarks franchising.

**Security and a Reasonably Good Income**

Now that the dust has cleared on the original stampede of claims about franchising, the realistic prospect of owning franchises is less that of a millionaire and more of a comfortable income slightly higher than a typical corporation executive. Although millionaires exist, people who want their own business settle down with a comfortable return on their investment. A recent study established that 52 percent of all franchisees would not be self-employed if not for the advantages of the $100 billion franchise industry. For the average $15,000 down, most potential investors feel that the future is guaranteed.

The franchise organizations point out the main problem between the parent and children. Generally, the individual buying a franchise feels he is purchasing his own business. Says one operations manager, "A franchisee is looking for independence, but doesn't have the wherewithal to operate independently. He gives us $15,000 to $35,000 and we give him a $1,000,000 business to run. He expects to put in his own innovations, but he can't because he's operating within a system. Really, he's just buying a high-paying job."

A former franchise salesman agrees there is a potential emotional problem which sometimes leads to suits. "People are dreamers. They look at franchising as a degree of happiness they'd like to reach. They don't consider the long hours, self-discipline and business acumen that's required."

At Postal Instant Press, greater leeway assuages some of these pipedreams. "We're interested in making the franchisee successful," says President Bill LeVine, "while we attempt to make them independent. There is ample time to develop their own individuality. Still we get the kind of people who tell their instructors, 'I don't think you're doing it right. I want to do it my way.' It's a human frailty."

The old adage, "know thyself" may be the major component in choosing the right franchise because some are more restrictive than others. The Small Business Administration distributes a pamphlet which warns, ". . . the most successful franchisee is one who chooses a business on the basis of understanding his own needs and requirements."

Almost universally, a good franchise provides the opportunity for an otherwise unqualified person to learn a business and get it going with initial financial leverage and expert guidance from a proven franchisor. He gets technical knowledge through intensive training programs that are partially or completely paid for with his initial fee. He is given suggestions and guidance in purchasing, accounting, portion and quality control. He learns how to incorporate his business and is fostered through the break-even period under the supervision of a knowledgeable field representative.

Bernard Browning, President of General Business Services, states, "It's the best way that the free enterprise system can grow." The major adjustment for the franchisee involves self-initiative as well as adherence to supervision and regulation by an outside source. When the prospective franchisee can come to terms with this dichotomy, his chance of success is greatly increased.

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# Some Successful Franchises: How You Can Get Your Very Own

**Holiday Inn**
*How so:* Homebuilder Kemmons Wilson took his wife and kids on a trip. He was so appalled by existing conditions in motels, he founded the first Holiday Inn in Memphis in 1952.
*Initial Investment:* $15,000 license fee plus cost of building and equipment—between $200,000 and $300,000.
*Royalties:* 3% of gross room revenue.
*Financing:* Holiday Inn provides suggestions.
*Training:* All personnel attend Holiday Inn University in Olive Branch, Mississippi, for up to three-week sessions on industrial insurance and reservation policy. This instruction is augmented by film strips for inservice training.

**McDonald's**
*How so:* Mac and Dick McDonald had so much business in San Bernardino they needed eight multimixers. Salesman Ray Kroc visited them to find their secret and left with a franchise which he opened in Des Plaines, Illinois, in 1955.
*Initial Investment:* Approximately $65,000 cash against an estimated $110,000 total, covering license, site development, landscaping and opening and down payments on food service equipment, signs and lighting.
*Royalties:* 3% of net gross sales for service, 8.5% of n.g.s. for rental.
*Financing:* Obtained on licensee's own credit rating.
*Training:* A three-week course at Hamburger University at Elk Grove Village, Illinois, supplemented by monthly field service visits and daily maintenance reminders.
*Anything else:* You must come into the franchise with approved management personnel.

**Love's Wood Pit Barbeque**
*How so:* Dan Love had the best barbeque in his town since 1948, so he began franchising on a limited basis, until joining with International Industries in 1970.
*Initial Investment:* $75,000 franchise fee, plus liquor license and $5000 to $8000 additional working capital.
*Royalties:* 8% covers royalty, equipment lease and furnishes computerized reports.
*Financing:* Love's finances $25,000 of the initial fee if necessary.
*Training:* Six weeks in-store training is provided at two locations in Los Angeles. In addition, consultation is provided from two to four weeks before opening a new Love's.

**Rug Crafters**
*How so:* Designer Joe Montell devised a new method of hooking rugs in his Newport Beach shop. "Speed tufting" became so popular he had to expand. Last year, with the aid of President Russell Gates, seventeen Rug Crafter stores became franchises.
*Initial Investment:* About $12,500 down on a total investment between $24,500 to $44,500, depending on the location, plus working capital of $3000.
*Royalties:* 5% of the gross and advertising fee of 2% gross sales.
*Financing:* None.
*Training:* Five days in-store training aboard the Queen Mary in Long Beach plus two days opening supervision and consultation.

**Postal Instant Press**
*How so:* Bill LeVine began business in 1948. By 1967 he had six thriving shops. He resisted when he was told he had a franchisable commodity. However, today's 219 locations across the country prove "P.I.P" 's success.
*Initial Investment:* $15,000 down on total $35,000; $6500 working capital and $500 cash fund.
*Royalties:* 6% of gross receipts up to $4000; 8% over that amount.
*Financing:* P.I.P. will finance $20,000.
*Training:* Two-week training course at the West Los Angeles home office in classroom and model store.

**Mode 'O Day**
*How so:* Two Lebanese garment makers couldn't get an outlet for their goods during the depression, so they consigned merchandise to a Glendale store. The idea and the low-priced frocks caught on. Thus Mode 'O Day became every small town's "biggest little store in the world."
*Initial Investment:* $4000 to $10,000, depending on the store and its location.
*Royalties:* 25% of gross sales.
*Financing:* None.
*Training:* In-store training in each area conducted by the field representative, plus complete store opening planning and assistance.
*Anything else:* Mode 'O Day owns all merchandise until sold, thus all shipments and mark-downs are conducted at company expense.

**One Hour Martinizing**
*How so:* Martin Equipment Sales began completely equipping dry cleaning establishments about 25 years ago. They devised a method of home study which educated an inexperienced owner in a few weeks. With over 2000 outlets, "Martinizing" almost replaces the word dry cleaning.
*Initial Investment:* About $10,000 down on an average $40,000 to $50,000 in equipment and installation fees.
*Royalties:* A flat $400 per year.
*Financing:* Up to 90% of the balance is financed through Martin Equipment Sales.
*Training:* In order to qualify for various state and local licenses, owners may enroll in an accredited dry cleaning school, or participate in home-study/on-the-job training supervised by area supervisor in a nearby Martinizing plant.

**General Business Services**
*How so:* General Business Services, organized by a former franchisee, Bernard Browning, began to provide small businesses with sorely needed accounting and tax advice.
*Initial Investment:* $12,500 pays for a full contingent of service contracts, training and operator's manual.
*Royalties:* For service of each contract using a centralized computer, each is charged $65. The franchisee pays a 3% support fee.
*Financing:* None.
*Training:* Most people entering have background in business, but training is ongoing. Initially, franchisees get one-week training in Washington, D.C., then return for an additional week after four months. A home-study course, operations manual and monthly training sessions augment this.

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Each issue of Mainliner takes you to fascinating parts of America. Whether your current trip is for business or pleasure, we hope the articles in this section help you plan your next family or personal vacation. For exciting destinations, read on.



*Waikiki Beach pictured here from the yacht harbor to Diamond Head.*

Luxury Thrives in the Islands...

# Where to Splurge in Hawaii

by Dee Dickson

A pleasurable discovery about Hawaii's top resorts is that while they are dedicated to providing the best of everything, they also seem to be vying with one another to see how nice they can be to their guests.

While one establishment greets each arriving guest with a fresh flower lei, another sends a fresh pineapple to the room and a third, having eliminated a registration desk, places the traveler in a comfy lounge chair with a tropical drink in his hand.

While some people's idea of a vacation is not shaving for a two-week span, others think that sort of scene is about as chic as wearing a Beethoven sweatshirt to a symphony opening night.

Not alone in her opinion is Perle Mesta, who recently told an interviewer that her idea of a vacation was "to relax in luxury" and "enjoy all the services and pampering a good hotel lavishes upon its guests."

Perhaps we don't all have Ms. Mesta's bank balance, but it is not hard to join in her holiday philosophy: a bit of self-indulgence can be a very beneficial thing.

So, like declaring an extra dividend to one's self, let's look at luxury Hawaiian style.

"Little Things Mean a Lot" seems to be the theme song of Oahu's luxurious Kahala Hilton, where diplomats, tycoons and TV/film stars are much in evidence. Along with tasteful, spacious double rooms or suites with such niceties as his-and-her bath/dressing rooms, luggage can be packed or unpacked upon request; maids are available to do delicate hand-laundry at their homes, and the staff will even rearrange or substitute furniture to suit the guests' tastes.

From President Nixon in the Presidential Suite to the Smiths in 403, each guest is bid a silent nightly aloha with an orchid on their pillow and may welcome the day with a complimentary newspaper along with their breakfast tray.

Those Joneses, with whom we all like to keep up, along with such notables as South Vietnam's President Thieu, Italy's Prime Minister Giulio Andreotti and Mexico's President Luis Echeverria (who all signed Kahala's register within one two-week period this year) are not forgotten once they have been bid good-bye.

Hilton management's attention to details extends to keeping records, in anticipation of another visit to come, of guests' preferences to room, food and beverages as well as logging gleaned information regarding favorite colors or small distresses such as allergies.

All these little extras come right along with double rates starting at $36 and up . . . to $304 if you really want to indulge.

If, on the other hand, too much self-indulgence at home has taken its toll, Hawaii now has its first health and beauty spa where patrons are pampered and coaxed into shaping up once again to top, trim form.

The gracious old pink-turreted Royal Hawaiian Hotel has now added a European-style spa that caters to both madam and monsieur. Right on the beach at Waikiki patrons may slim down, tone up, be beautified and pampered under the direction of a staff headed by well-known Jessica Simmons, late of Tecate's Rancho La Puerta and California's Murrieta Hot Springs.

Called the Royal Door, it stands ajar for annual members or hotel guests but also features a "live-in" program including a seven-day/six-night hotel stay, daily special Royal Door meals, various beauty and exercise rituals—for $500 each double occupancy or $595 for singles. There are also three-day "shape-up" programs beginning at $350 for singles.

Anyone visiting Hawaii who is interested in the finer things of life, deserves to treat themselves to the dining experience at the Hawaiian Regent Hotel's superb Third Floor restaurant. Not only the food, which includes such rarities as pheasant and venison, but the decor and service have won it the deserved title of "Hawaii's finest."

Winning its first award when only open for three months, the less than two-year-old establishment consistently impresses with details such as the exclusive use of chilled salad forks and after-dinner presentation of bonbons hidden in a mist of dry ice.

If golf and tennis are necessities in your life-style, both games are royally featured at Kauai's newest resort, Princeville at Hanalei. Not only is the championship course and courts set among some of the most spectacular scenery in the islands, the accommodations are fit for the royalty from whence comes its name.

Scattered like petals around the Bobby Trent Jones Jr. designed course of three separate nines—ocean, woods and lake, each a par 36, are 30 recently opened, individual golf cottages, designed for longer-staying guests, but when bookings permit, available even for weekend trippers.

More a contemporary fully-equipped home than a "cottage," guests turning the key will find accoutrements such as soothing musical tapes, combo AM/FM radio/players (there is no TV reception in Hanalei), wood for the fireplace, a washer-dryer and one Japanese-style tiled deep soak tub for tired golfers adjoining the master bedroom suite or a super-huge shower off the other bedroom.

One of the entire cottages, with party-sized, high-ceiling living/dining room, foyer, kitchen (completely equipped to a monkeypod salad set), is

*Continued*



*Kona Surf Resort Hotel at Keauhou-Kona, Hawaii.*

$74 a day. Take a cottage minus one bedroom suite and the rate is $52 or, for that one double room with bath and separate entrance, only $30.

A brief drive from Princeville is the Anchorage Restaurant, a rather delightfully quiet establishment located right on the sea where the just-caught turtle carved into steaks is the star of the menu.

For golfers and tennis players who like to be closer to town, another top calibre Garden Isle resort, set between sea and tees, is the Kauai Surf Resort where junior suites are as little as $38 for two and rise price-wise accordingly as the suites add bedrooms one, two and three.

Pampering pluses at the Surf include the myriad of watersports on the bayside beach, beautiful garden surroundings and several top calibre restaurants, including one that is the only seafood specialty house on Kauai.

On the Valley Island of Maui, congenial escapees from the executive world seem to congregate at the Royal Lahaina, especially in the always-in-demand two-bedroom beachside cottage suites which start at $82.50 a day. There are also newer, plushier suites in the tower.

Royal Lahaina is not only another first-class resort set between surf and turf—that of the Robert Trent Jones' Royal Kaanapali Golf Course—but it is also the site of Hawaii's John Gardiner Tennis Ranch with its six courts, two of which are lighted.

Although there are several fine dining spots at Royal Lahaina and other nearby Kaanapali resort hotels, the two restaurants favored by those seeking the extraodinaire are the Chez Paul and Le Tournedos, both out-of-the-way boites a short drive away. The former is a tiny place with limited accommodations but serving classic French food while the latter, hidden away in the Napili Shores Condominiums, specializes in a dozen varieties of the style beef which name it bears plus other prime meat and fish entrees. Dimly lighted and pleasantly posh, one of the exceptional treats at Le Tournedos is settling into comfy couches in its drawing-room style "library" for before or after dinner libations and being made to feel more "at home" than in a "bar."

For particular types who really want to "get away from it all," Maui also offers an exclusive hideaway retreat—one with no radios or TV, but many, varied recreational activities including spearfishing and horseback riding.

Located on 23 acres of a 7300-acre spread, Hana Ranch is a working cattle ranch as well as a quiet, prestigious resort that may be reached by Royal Hawaiian Air service or from Kahului by rental or chauffeured car.

There are few signs of "hotel" about Hana Ranch. It is more as if the place is a gracious country estate with a sprawling manor house and guest cottages scattered around landscaped grounds. Rates begin at $75 double for rooms or $85 for one-bedroom cottages and range up to $300 for up to four people in a two-bedroom house, all meals included.

The "Big Island" of Hawaii also has a hideaway resort—super casual, remote and with no shattering intrusions such as telephones, except the one in the office. Called Kona Village, it is an oceanside cluster of well-appointed cottages Polynesian-style placed all by themselves on a lava flow at Kaupulehu, up the coast from Kona.

Some seven miles down a private road from the highway, Kona Village is the ultimate Polynesian retreat for those who really want to hide from the outside world. Cottages range from $65 to $85 double full American plan—and each is complete with private outdoor hammock in which to laze away the days.

Evenings, when torches are lit along Kona Village pathways, the music is hushed Hawaiian and the atmosphere stimulates the ancient art of conversation in a setting that civilization seems barely to have touched.

If Kona Village is comfortable simplicity in an out-of-the-way tropical wilderness, certainly the ultimate in sophisticated coddling is dispensed at the plushest of them all—Rockefeller's Mauna Kea Beach Hotel, a resort renowned for its Sybarite splendors.

Museum quality art and artifacts abound throughout the opulent hotel which has attracted not only the affluent from around the world, but even a family of five manta rays which come nightly in to a spotlighted splash of ocean to intrique diners with their graceful ballets.

Not all delights are as unplanned as the mantas' performances. Dining on epicurean repasts in one of the hotel's gorgeous pavillions, where Dom Perignon '64 cascades as if a mere waterfall, it is not uncommon for the steward to fetch a Chateau Lafite Rothschield '60 for a discerning guest. Another subtle table pleasure is between gourmet course nibbling on a "palate refresher" called Spoom, a frozen egg white concoction flavored with lemon laced with champagne.

As you would expect of a resort of this calibre, it, too, is surrounded by one of the state's finest golf greens, also designed by Robert Trent Jones, Sr., plus an abundance of tennis courts clustered nearby.

Mere rooms, albeit comfortably Pacifica palatial in decor, begin at $90 a day double with modified American Plan. Those in search of the more spacious may book a one bedroom with sitting room suite for $250 per 24-hour span.

Somehow it all seems so reasonable to live in a style befitting a Rockefeller.



*Luxurious Ilikai Hotel at Honolulu, Oahu.*

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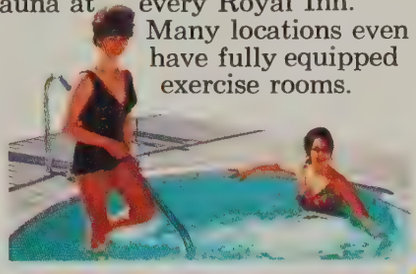
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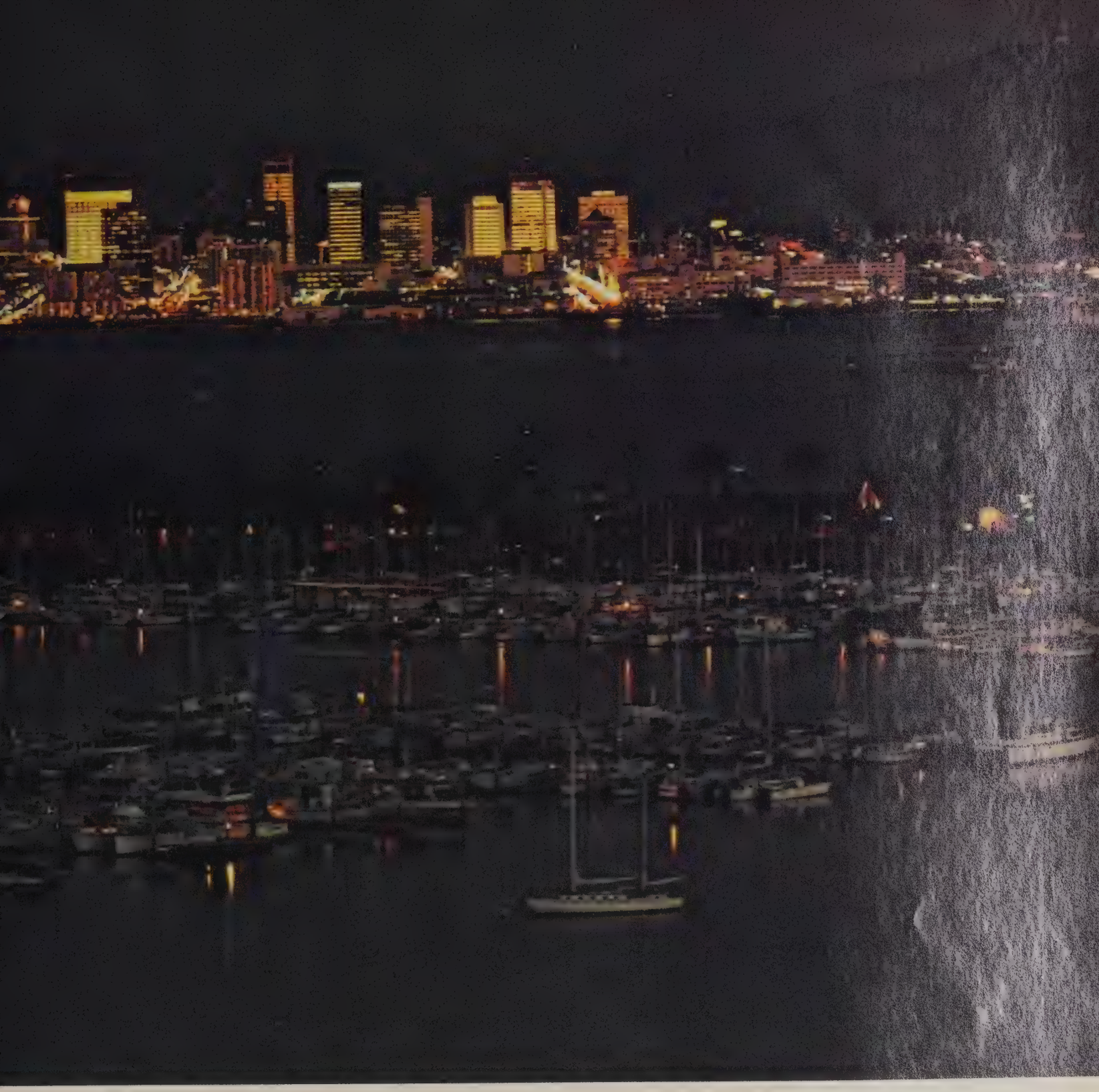




Gateway to the Good Life

# Try San Diego First!

by Thomas Shess, Jr.



Back in the early '60s, when San Diego was emerging from its cocoon as a city heavily dependent on defense spending, city fathers adopted a home-grown bootstrap program to diversify the local economy.

They also came up with a slogan: *"Try San Diego First!"* Citizens jumped at the chance to slap the slogan on bumper stickers and the merchants loved placing posters in their windows. Television commercials reminded the gentry to keep trying San Diego first. In other words, buy from local shops whenever possible. The program was a success. San Diego has lived happily ever after.

Currently, San Diego is calling itself "America's Finest City." Last year after it lost the Republican National Convention, it was billed as the "Unconventional City."

Tourism made one of the strongest gains as a result of the early slogan campaign. As an already nice place to visit, San Diego was rediscovered by its own residents. Sea World, the San Diego Zoo and Mexico were revisited and en-

*Continued*




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**SAN DIEGO** *Continued*

joyed. San Diegans still support their own attractions. They've learned local beaches are perhaps the best in the state. The sand is white and clean. La Jolla Shores and the beaches from Ocean, Mission to Pacific are outstanding and popular with tourist and residents. The younger generations find Ocean and Pacific beaches to their liking, while the 25-to-establishment group finds Mission Beach and La Jolla favorite gathering locations. But this is a broad generalization and the age groups are usually influenced by surfing locations and bathing beaches.

There's good beach weather in late October and early November. Temperatures can reach into the 90s, but it can also be raining, so be prepared for both. A list of relatively untouristy beaches are Torrey Pines, a few miles north of La Jolla, Imperial Beach, near the Mexican border and Coronado. The latter, called the Silver Strand, is more accessible now that the Coronado-San Diego Bay Bridge is open. Only Coronado and Torrey Pines require an entrance fee.

But there's a lot more to San Diego than soaking up sun on the beach. Water sports, to continue a theme, are extremely popular. Mission Bay and the marinas along San Diego Harbor offer the most activity. Southern Californians are fortunate in having fairly mild winter weather with strong breezes that make for excellent sailing. Deep sea fishing is also popular. Hotels like the Islandia in Mission Bay have their own facilities. La Jolla is the spot to find scuba enthusiasts and the offshore kelp fishermen.

### A Good San Diegan Trip Is the Merry-Go-Round

San Diegans turn to Balboa Park as relief from boredom. "We can always go to the park for a picnic," is one popular way to spend a sunny weekend. Balboa Park is 1400 acres of diversification and it's possible to walk and visit most of the high spots.

Even if you don't like museums, galleries or botanical gardens, there's plenty to do. The heart of Balboa Park is the narrow El Prado. Smart visitors will rent bicycles and pedal in. The rest can drive and watch the bikers get first choice to the picnic spots. The entire park is fairly easy to walk. Except for the Zoo there's few areas that are off limits.

Visitors will love the merry-go-round. It's a musical experience with Bach or Beethoven, mixed in with Souza marches and it's loud. If you sit on the outside horses, you can capture a brass ring good for a free 25-cent ride. A kiddie train overloaded with adults also chugs through the park. There's a Spanish village, complete with replicas of colonial shops of the early Conquistador era. Inside are artisans, gems, and galleries, waiting for 20th-century gratuities.

For an excellent guide to San Diego, Carol Mendel's *San Diego on Foot* is up-to-date and accurate. Copies are available in the airport gift shop at Lindbergh Field for about $2.

Mexico is popular the year around and it's fairly easy to cross and recross. New facilities at the border on both sides have eased traffic congestion somewhat . . . but delays still happen.

Many people still have unfounded qualms about visiting Tijuana. It's days as a sin city have vanished. There's trouble if you look for it (like anywhere else), but Aveneda Revolucion is the main street and it's tame and fun.

Much of San Diego is within a half hour of the airport by car. Remember San Diego is more like Los Angeles as far as being spread out. San Francisco can be easily cabbed but a taxi in San Diego will run about $10 from the airport to the East San Diego/college area.

If you choose to visit Mexico and want to avoid driving, a private bus company operating out of the train station downtown offers its services.

### Nightlife Is the Right Life in San Diego

San Diego's nightlife is unlike Los Angeles'. It's more like San Francisco's. Most nightclubbing is done in Mission Valley or along Shelter Island or Harbor Island. The local papers print a very informative Weekend Guide to area entertainment. In California, places serving alcoholic beverages close at 2 am, so it's best to start early. Restaurants are unlimited as to fare and location. In most lounges there's entertainment, usually without a cover charge. Most restraurants do not take reservations. You can get away with casual clothes in almost every establishment, but that's not saying San Diego doesn't have quality spots. Step into Lubach's or Mr. A's and the Westgate Plaza Hotel—all have a touch of class and are within two miles of the airport.

San Diego has been out of its cocoon for some time. The economy and the weather are both healthy. It's a great place for having great times—if you don't believe it, go there—or better yet, ask the slogan-makers.




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# Washington

**Where to Dine**
**by David Pursglove**

Washington is a city of French restaurants with a sprinkling of highest quality Mandarin establishments. With this French and Chinese serious approach to dining, the Capital's best restaurants do not offer entertainment. Dancing and acts are found elsewhere and are scarce —Washington's VIP set that would support nightlife in other cities cavorts at embassy and Georgetown parties (and in Baltimore, the monied prefer private clubs).

*Le Provencal*—Some restaurants are exciting because they will try anything —and often fail. Washington's most important French establishment, dining out scene for leaders of U.S. and other governments and news media luminaries, is cherished for a smaller menu of dishes at which the staff is expert. While *Le Provencal* well lives up to its name with all the great seafood and lamb dishes and pleasant little wines of sunny Provence, the restaurant is actually a *grande lux* Parisian dining room with rack of lamb, pheasant breast stuffed with liver, trout stuffed with crabmeat. *Provencal* specialties include bouillabaise, coq au vin de Cassis, tripe Nicoise, scallops *Provencal* (with garlic and mushrooms). Lunch and dinner Monday through Saturday. Reservations required. 1234 20th St., N.W. 223-2420.

*Chez Francois*—Here is another good French restaurant that is set aside from the ordinary because it has a point of view: Alsatian. While *Le Provencal* combines the cuisine of Provence with the dishes, grandeur and tuxedoed captain and waiter teams of Paris, *Chez Francois* sticks mainly to Alsace in cuisine, wines (although other French as well as German wines are offered) and costumed waitresses. Recipes, artifacts of decor and even some of the wines are brought to Washington by the owner from his native Alsace. Specialties include Quiche Lorraine, choucroute (wine-cooked sauerkraut with various meats), kidneys and local oysters. There is a sidewalk cafe in season. Open for lunch and dinner Monday through Friday and dinner only on Saturday, the restaurant is usually crowded; reservations are not accepted for lunch and are hard to get for dinner on Friday and Saturday. 818 Connecticut Ave., N.W. 638-1849.

*The Jockey Club*—This famous restaurant which now includes the adjoining Sea Catch dates to the swinging days of the John Kennedy administration and still is peopled with Camelot VIPs who never went away or who come back to the Capital under new flags. *The Jockey Club* is dark, intimate and posh and you pay for it. It is fiercely French in service, cuisine and wines, while the Sea Catch adds many native Chesapeake Bay dishes to flown-in seafoods from Europe and explores many wine regions outside of France. Open for lunch and dinner Monday through Friday and dinner only on Saturday. 2100 Massachusetts Ave., N.W., in the Fairfax Hotel. 659-8000.

*The Carvery*—Man cannot live by French bread alone. Favorite American dishes, both present and past, must be displayed someplace in this national capital. They are displayed with elegance at *The Carvery* in the historic Mayflower Hotel, the "Grand Old Lady of Connecticut Avenue." The name derives in part from John Carver who chartered the ship Mayflower for its pilgrim voyage, and from the rolling English serving cart—a carvery—that enables the featured roasts to be carved at tableside. Among the featured dishes drawn from the history of this nation are steaks, roast pheasant and both broiled or boiled Maine lobster. But even in this page out of American history, the Capital's inclination toward French cuisine makes itself felt with scampis Provencale, Dover sole stuffed with lobster, veal mignonettes covered with mushrooms and cream sauce. Breakfast, lunch and dinner seven days. 1127 Connecticut Ave., N.W. 347-3000.

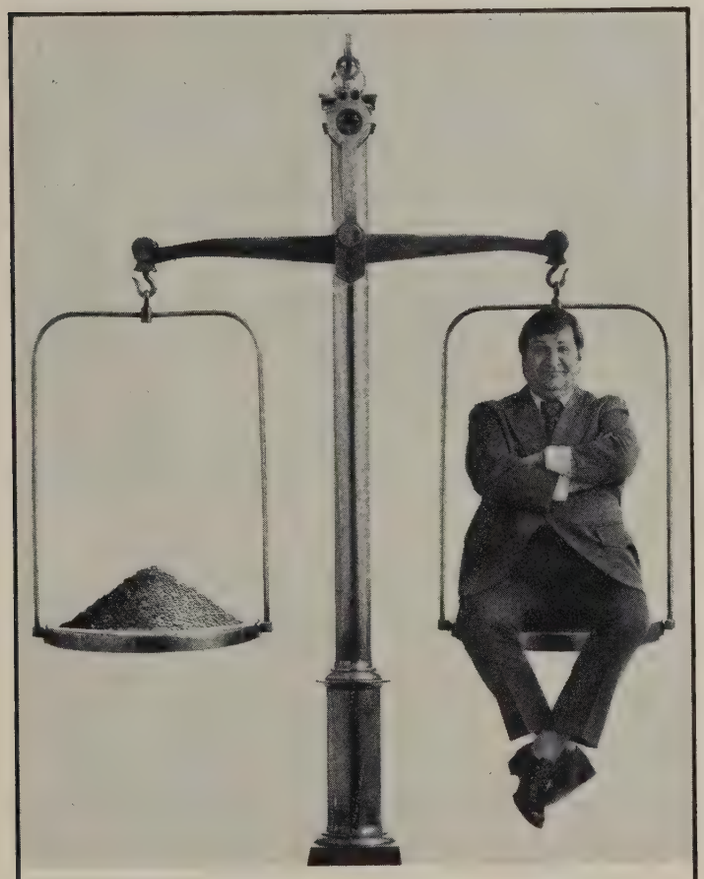
*Paul Young's*—Here is another restaurant that combines the American and the French, and in what is still considered (even after dozens of newer establishments), to be the city's handsomest restaurant. The widely recounted William Pahlmann decor features a magnificent staircase descending into a broad expanse of red plush and gold trim. Service is in the French team system and in livery. A wide selection of meat, fish and fowl is offered in both American and French preparations. The wine list is extensive and priced surprisingly low for the restaurant; the cellar is one of the city's few that contains wines being aged. Lunch and dinner Monday through Saturday. 1120 Connecticut Ave., N.W. 331-7000.

## Silver coin futures trading began October 1st on the IMM

# When does a dollar equal a dollar eighty-four?



On the day this was written the four pre-1965 silver quarters had a market value of $1.84. By the time you read it that value may have increased or decreased rather considerably. That's the fascination of silver coin futures trading. If you can predict which way prices will go, you can make money in the futures market. Of course, nobody can do that unfailingly, but some people are very good at it. For those who are, the potential is great.



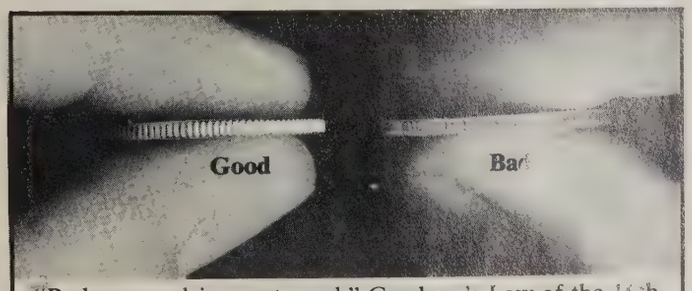
Now you can trade your weight in silver coins—even if you're fat. (Each trading unit of dimes, quarters and half dollars weighs a little over 300 pounds.)

Silver coins have fascinated men for centuries. Because they are no longer minted in the U.S. or Canada, their value has gone up enormously since 1965. What will happen in the future is less certain.

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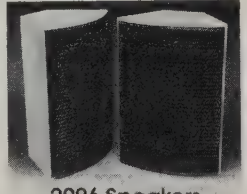

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# Cleveland

**Where to Dine**
**by Paul Donath**

Cosmopolitan Cleveland has many good restaurants which cater to a variety of tastes. Listed below are five outstanding dining spots, all but one located in the downtown area, each well deserving of your patronage.

*English Oak Room*—In the lower level of the Terminal Tower on Public Square, truly the center of town. Here you will dine in a dignified atmosphere. Try the Rumaki and Coconut Dipped Shrimp for appetizers and follow it with Steak Diane with sautéed artichokes, or order the specialty of the house—Filet of Beef Stroganoff. Should you be in the mood for some truly European flavor, don't miss the Viennese Rostbraten. Tasty desserts, good wines and pleasant service assure an enjoyable evening. Also open for lunch. Union Terminal Building. 771-7373.

*Top of the Town*—Fine food with a view of Lake Erie, the city and surrounding areas. This popular restaurant offers a variety of tempting entrees: Tournedo á la Francaise, Prime Filet with Perigueux, Bearnaise Sauce and Artichoke Hearts filled with Tomato Fondue, or Flaming Beef en Brochette on Rice Pilaf. Also their Chicken á la Sauterne is to be commended. A complete list of appetizers and desserts are offered to round off your dinner. Open for lunch but closed on Sundays. 100 Erieview Plaza, East 9th and Lakeside. 771-1600.

*Fisherman's Cove*—If you left your heart in San Francisco but find yourself in Cleveland, do dine here on Dungeness Crab prepared Northern California style. Or try the Bouillabaisse. If your dining companion is a bit more conservative, order the Seafarer's Platter of Lobster, Scallops, Sole, Shrimp and Oyster Rockefeller. For beef lovers there is a New York Strip Sirloin or Planked Filet Mignon Bouquetiere. In good weather lunch is also served at a sidewalk cafe. Reservations recommended on weekends. E. 12th and Chester Sts. 522-1388.

*Keg and Quarter*—Justly famous for its award-winning cuisine. To start we recommend Escargot Vin Blanc or Eggplant Greco. The Chateaubriand Garni deserves your undivided attention, or order Veal Oscar sautéed with seafood combination. The specialty is sautéed


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Tenderloin à la Greco and the Tournedo of Beef Silvano is also exceptional. A very good selection of domestic and foreign wines is available. Live musical entertainment and cheerful service add a fine touch to a pleasant evening. 1800 Euclid Ave. 861-1810.

*Jason's Steakhouse*—An unusual family style restaurant in Cleveland Heights, 15 minutes from downtown. Dinner starts with three soups on your table—try them all! Roast Beef, Steaks and Chops are prepared exactly to your order and are served with a "bottomless" salad bowl. Pies and/or ice cream for dessert. The food will be enjoyed by a solitary diner, a couple or a large gathering of family or friends. Inexpensive. 2066 Lee St. at Washington Blvd. 321-1203.

*Kontiki*—Located in the Cleveland-Sheraton Hotel on Public Square. South Pacific food with atmosphere to match. Be adventurous and try some of the native dishes. Waiter will gladly assist in selection. American specialties are also served. Exotic drinks from light ones to Mai-Tai which may curl your tie. Lunch and dinner daily but closed Sundays. Credit cards. In-house parking. 861-8000.

## New York

**Where to Dine**

New York's Yellow Pages contain 33 pages of restaurant listings. There are as many price ranges as there are restaurants. As a rule, an adequate tip is 15% of the bill. If there is a captain, he is normally given 5% of the bill; the wine steward should be tipped $1.50 for each bottle served.

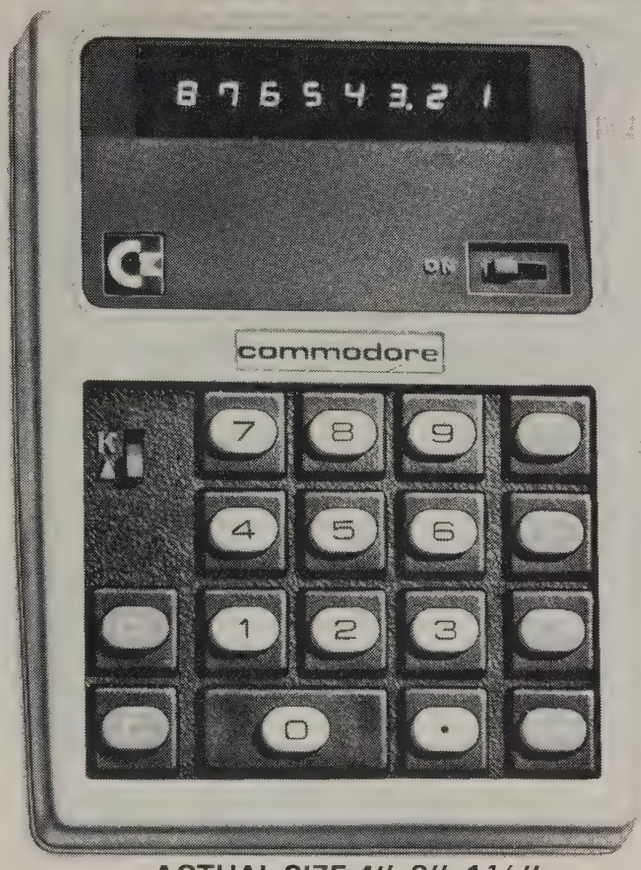
*El Parador*—Charming Mexican restaurant with good food and intimate decor. Popular, no reservations accepted, possible wait after 6:00 pm. Sip Margaritas and eat guacamole appetizers at the bar if you have to wait. 325 E. 34th St. 679-6812.

*Jimmy's*—Hangout for press, sports, theatrical types. Owned and run by former associates of Mayor Lindsay. Bar, jazz duo downstairs. Good American menu, interesting clientele. Lunch and dinner. 33 W. 52nd St. 757-8484.

*Kegon*—Beautiful Japanese restaurant that meanders over three floors of tatami rooms, tempura bars, Western-style rooms, ceremonial tea service room. Lunch and dinner. 80 E. 56th St. 421-8777.

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*Monk's Court*—Cheese and wines, waiters dressed in monks' robes. Very European, intimate setting with candlelight and classical music. Accent on cheese dishes, but Continental meat and fish entrees available. 244 E. 51st St. 935-9208.

*Neary's Pub*—Friendly, red-checkered-tableclothed pub with jovial Irish host and hearty meals at moderate prices. Neighborhood flavor. Lunch and dinner. 358 E. 57th St. 751-1434.

*Orsini's*—Romantic Italian restaurant with creative chef and imaginative menu. Italian background music. Lunch and dinner. 41 W. 56th St. 757-1698.

*Paris Brest*—Engaging French bistro with authentic dishes and reasonable prices. Good for after-theater dinner. 765 Ninth Ave. at 51st St. 586-1562.

*Sardi's*—Gathering place for theatrical personalities, columnists. Best place for celebrity-watching. The walls are adorned with pictures of the famous; a few of them may even be dining there. Continental, American menu. Lunch and dinner. 234 W. 44th St. 524-0707.

*Shun Lee Dynasty*—Mandarin, Szechuan menu and many unusual dishes served amidst a colorful decor. Reasonable prices. Lunch and dinner. 900 Second Ave. at 48th St. 755-3900.

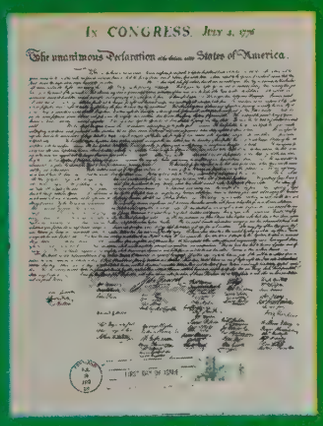
*"21" Club*—Blend of gentleman's club and showplace for celebrities. Great food and noble wines. Expensive, but worth it. 21 W. 52nd St. 582-7200.

For additional restaurant recommendations consult *New York* or *Cue* magazines. You'll find them on magazine stands everywhere.

# Chicago

### Where to Dine
### by Edward Robert Brooks

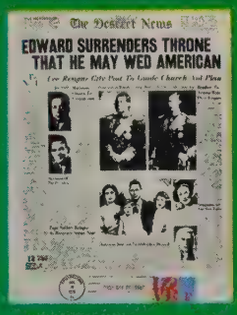
*Taberna*—Hidden away in the lower recesses of the Time-Life building, this attractive spot is a far cry from the somewhat shabby appearance presented by most Greek restaurants. If you time your arrival just right, you'll see the chef preparing gyros—mounding chopped seasoned lamb and large thin slices of meat on a spit which revolves slowly in front of an electric heater. Other specialties are moussaka with alternating layers of vegetable slices, ground meat and a rich sauce; souvlaki, Greek-style shish-kebab, and dolmades topped with a creamy egg-lemon sauce. The assort-

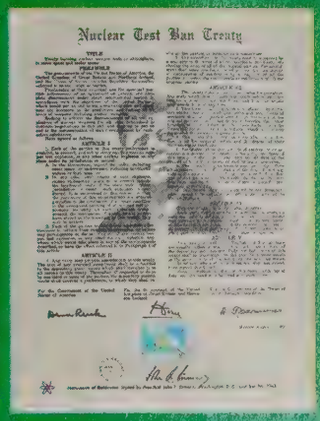









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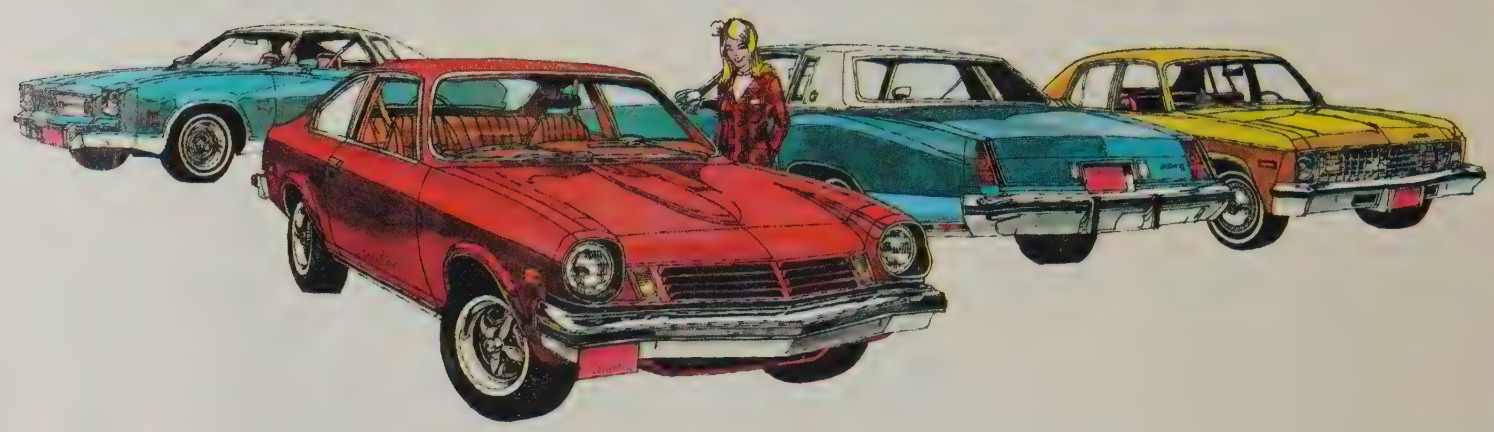
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ment of Greek appetizers is especially noteworthy. Lunch and dinner Monday through Saturday. Free evening parking. American Express. 303 E. Ohio St. 329-0262.

*The Ninety-Fifth*—The highest restaurant in the world, it's handsomely ensconced on the ninety-fifth floor of the 100-story John Hancock Center. On a clear day you can't exactly see forever, but you can see portions of four states plus all of Chicago spread out below. The decor is spectacularly, but comfortably, modern. Gourmet fare prepared by award-winning chef Pierre Orsi includes salmon steak with sorrel sauce, sirloin prepared with wine and marrow, quenelles of pike in lobster sauce and kidneys in wine sauce. Also worth a visit is the restaurant's ninety-sixth floor Sybaris cocktail lounge. Lunch and dinner Monday through Saturday. Parking in the building. All credit cards. 172 E. Chestnut St. 787-9596.

*The Consort*—Crown jewel of the posh Continental-Plaza Hotel, this spectacular purple, silver and gold dining room recreates the splendor of a bygone age. There's music for dancing, troupes of strolling strings commanded by Franz Benteler and a rose for every lady. Both the food—primarily colorful, elaborate continental cuisine—and service are outstanding. Lunch (Monday through Friday) is buffet style, but at dinner nightly all stops are out. In-house parking. All credit cards. Continental Plaza Hotel, 909 N. Michigan Blvd. 943-7200.

*O'Hare International Tower Restaurants* at O'Hare International Airport. *The O'Hare Room*—gourmet dining in the elegant, continental tradition. *Balkan Grill*—exotic dishes from the heart of Europe, strolling gypsy musicians. *Le Monde*—Parisian bistro and creperie. *The Swiss Hutte*—delicious cheeses and sausages, plus the familiar and famous fondues. *The Crown Pub*—accent on beef, in an English tavern.

*La Cheminee*—Just a few steps down off of a busy city street and you're transported to the heart of provencal France. A charming decor simulating a cave-like wine cellar sets such a relaxed mood it's hard to believe traffic continues to bustle along just outside the restaurant's door. Old world touches include a simulated hand-written menu and suave personal service. Dinners are a set price with a number of a la carte options. Turbot Marguery, canard a l'orange, beef Wellington and sole with lobster sauce are among the specialties. Lunch Monday through Friday. Dinner Monday through Saturday. Doorman










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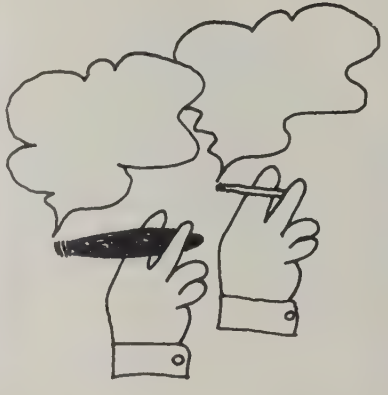
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**CHICAGO** *Continued*

parking. All credit cards. 1161 N. Dearborn Pkwy. 642-6654.

*Maxim's de Paris*—A copy of the original at 3 Rue Royale, Paris. Cuisine and atmosphere are definitely French, in the tradition of its famous counterpart. Expensive but still a good value. Astor Tower Hotel, 1300 North Astor. 943-1136.

*La Fontaine*—French restaurant in an old brownstone offers impeccable service and excellent food. Brick and stucco dining rooms have a fireplace. $9.75 *prix fixe* dinners. Open for lunch, Tues.-Fri., 11:30 am-2:30 pm. Dinner daily, 5:30-10:30 pm, except Sun. 2772 N. Clark St. 525-1800.

*Gaslight Club's Longhorn Restaurant*—Turn-of-the-century decor, and featuring charcoal steaks, Caesar salad and "Fire Bird," rock cornish game hen flamed in bourbon at the table. At O'Hare International Tower at the airport. 686-0200.

*Su Casa*—Decorated as a 17th century Mexican hacienda with authentic antiques and featuring carne asada, guacamole, frijoles refritos, enchiladas, tamales. 49 E. Ontario. 943-4041.

# San Francisco

**Where to Dine**
**by Ingrid Wilmot**

In a city that prides itself on its restaurants, the choice is limitless. The following dining spots you should find to be intersting:

*Victor's*—You'll be uplifted the minute you walk into this splendid room atop the new St. Francis Hotel tower, via the outside glass elevator. It's named after their first executive chef and favorite dishes bear his initials. Elegant French service, spectacular view, stunning decor. Fine wine list. Dancing nightly at the adjoining Penthouse. Dinners from 6 pm. All credit cards. Closed Sunday. St. Francis Hotel, Powell & Geary (Union Square). 956-7777.

*East-West Dining Room*—The tranquility of the Orient mingles with the charm of San Francisco at the Miyako Hotel, surrounded by four blocks of "Japan in California." This modernistic-oriental room is divided by shoji screens with a Japanese garden atrium at center. Marvelous selection of Japanese and American dishes. Japanese waitresses serve breakfast, lunch and dinner daily, from 6:30 am-10 pm. Entertainment and cocktails in adjoining Garden Bar. All credit cards. Miyako Hotel, 1625 Post St. 922-3200.

*L'Odeon*—Sophisticated Greek and French cuisine to please visiting shipping magnates and other VIPs. Lacy crystal chandeliers overhead, leopard carpeting and, on the table, Mediterranean marvels. Exotic Greek dishes of lamb or seafood, spectacular crepes dessert. Fine wines. Separate cocktail lounge. Valet parking. All credit cards. Dinners nightly. Closed Sunday. 565 Clay St. 434-2345.

*Graf Zeppelin*—Like visiting a museum of aviation history with authentic parts and replicas of every vintage airplane imaginable. Service is smartly efficient and the cuisine has a German accent. Potato pancakes are light as lace: a must! Cocktails, wine and beer. Lunch and dinner. No lunch Saturday. 100 Vallejo at Front St. 398-2770.

*La Petite Ferme*—In the residential area near Laurel Village, you'll find this shoebox-size bistro in the style of a French farmhouse with field flowers and chopping block tables. Fresh, fresh vegetables, today's catch of crayfish from the Delta region, tender meats, poached salmon, subtle sauces and the like, will please you. A little gem worth exploring. Moderately expensive. Wine and beer. Dinnners nightly. Mastercharge. Closed Monday. 3873 Sacramento St. 922-1111.

*Bardelli's*—Great spot for the businessman's lunch or a quiet dinner near the downtown airline terminal, theaters and hotels. Very, very San Francisco in atmosphere, softly gleaming chandeliers, paintings, well-spaced tables, experienced waiters. Imaginative menu from sautéed Eastern scallops, deviled breast of turkey, abalone and the ever-popular Creole tripe, all done with exceptional care. Lunches around $3.50, complete dinners with soup, salad, dessert and coffee, $7.85–$9. Cocktails. All credit cards. Lunch Monday thru Friday. Dinner nightly. Closed Sunday. 243 O'Farrell St. 982-0243.

*Paoli's*—Your stock market quotient may be Standard and Poor, but your spirits will be high and happy the moment you step into this financial district landmark. The bar has wall-to-wall people and complimentary hors d'oeuvres, the Italian dinners are among the best and most generous in town. The menu also lists impressive Continental and seafood dishes. Not inexpensive but a good value and an elegant, well-staffed dining room. Cocktails, wines. All credit cards. Lunch Monday thru Friday. Dinners nightly. Valet parking. Closed Sunday. 520 Montgomery St. 781-7115.


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# Los Angeles

**Where to Dine**
**by Ingrid Wilmot**

*Garden Room*—An airy, informal room in the Century Plaza Hotel. Windows look out on putting green and reflecting pool. Fun salad bar and wide variety of entrees. Dancing nightly, except Sunday and Monday, to a five-piece combo. Breakfast, lunch and dinner. Validated parking. All credit cards. Century Plaza Hotel, Avenue of the Stars. 277-2000.

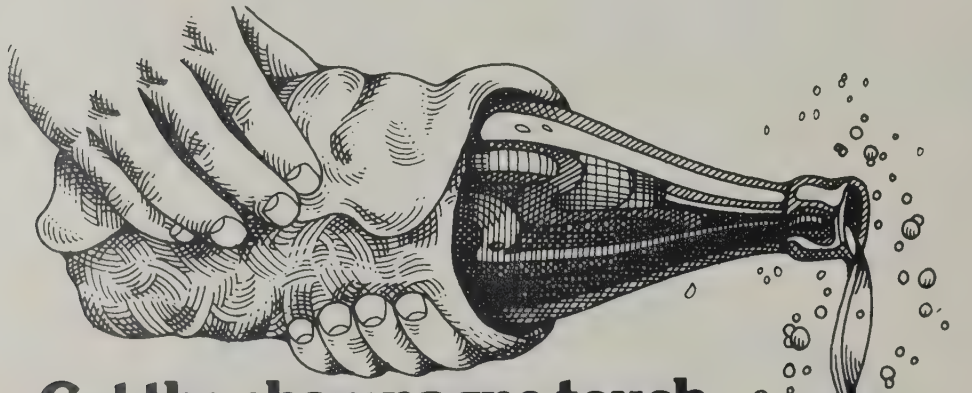
*Yamato*—The most elegant Japanese restaurant on the west side of town, with 16th-century Japanese decor and kimono-clad waitresses. Winner of *Holiday* and L.A. Restaurant Writers' top award. Private tatami rooms, with comfortable wells for long-legged Westerners, are cozy. Lunch Monday thru Friday. Dinners nightly. Late suppers. Valet parking. All credit cards. Century Plaza Hotel, Constellation Blvd., 277-1840.

*Francois*—Underground gourmets exploring the exciting new downtown Atlantic Richfield Plaza, will eventually find this super sophisticated French restaurant. Spectacular flambée service, excellent cuisine, elegant and expensive. New pre-curtain dinners for Music Center audiences are a good value and include *Francois'* star dessert, pear poached in wine with imported liqueurs. Cocktails, outstanding wine list. Inquire about validated parking and directions when calling for reservations. Lunch Monday-Friday. Dinners nightly. Closed Sunday. 505 S. Flower St. 680-2727.

*S.S. Princess Louise Restaurants*—All the excitement of an ocean voyage without the packing and the Dramamine are yours aboard two permanetly berthed ships. Explore Captain's Quarters and ogle replicas of the crown jewels in San Pedro; watch the sun setting in the ocean at Redondo Beach. Best bet on both is the seafood brochette, shrimp, scallops and lobster with Bearnaise sauce and rice. A full course dinner including pickled appetizers, soup or salad, individual bread loaf and butter, with coffee, around $7. Dessert extra in Redondo Beach. Cocktails, lunch and dinner. All credit cards. Berth 236, Port of Los Angeles, Terminal Island. 831-2351. Also at 203 N. Harbor Blvd., Redondo Beach. 376-8806.

*Trader Vic's*—The . .me that comes to mind when one gets a yearning for exotic morsels from faraway places. You won't find yourself dozing off, reading *this* menu. Malayan tidbits, mushroom appetizers from India, exquisite Canton seafood curries, Javanese lamb or butterfly steak, it's all done with imagination and style. Truly famous all over the earth and now, aloft in the skies of United Air Lines, the Beverly Hills establishment has been honored three years in a row with a Circle of Fame Award by the Los Angeles Restaurant Writers Association. Service is a well-polished team effort and the tropical cocktails will soothe freeway nerves every time. Polynesian decor. Valet parking. Dinners nightly. Late supper on weekends. All major credit cards. Beverly Hilton Hotel, 9876 Wilshire Blvd. 274-7777.

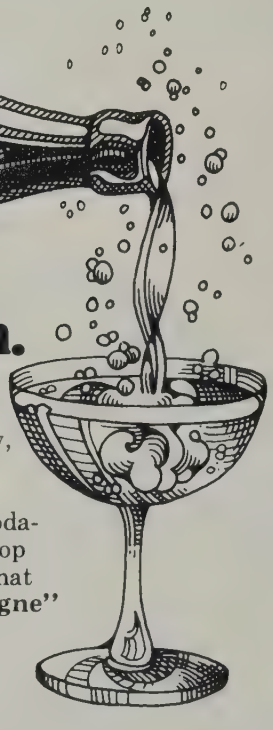


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*Take Off is designed to bring you some of the more interesting travel events in upcoming weeks.*

**North Carolina Hosts World Open Championship of Golf**

The top 240 international pro golfers, representing 35-50 countries, will tee-off here November 8-17 in the 1973 World Open Championship, golfing's first true supreme test to determine a World Champion. The $500,000 World Open—comparable to the World Series and the Super Bowl in competitive quality and prize money—will be held at the prestigious Pinehurst Hotel & Country Club.

The pros will compete over a distance that should eliminate all chances of any but the best player in the world from winning. The eventual World Open Champion must play through an unprecedented 144 holes, not including a possible play-off, to capture the $100,000 winner's prize.

Pinehurst Hotel & Country Club limousine service is provided from area airports to Pinehurst 24 hours a day. The nearest North Carolina air facilities and the distance from the famous resort are: Fayetteville, 40 miles; Raleigh-Durham, 70 miles; Greensboro, 90

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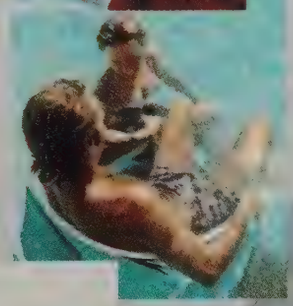
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miles; and Charlotte, 125 miles.

More information on the World Open may be obtained by contacting Mr. Bill Hall, General Manager, Pinehurst Hotel & Country Club, Pinehurst, NC 28374 or phone (919) 295-6811.

### Tennis Court Guide Offered to Travelers

Tennis buffs who stow racket, shoes and balls into their luggage whenever they travel might want to invest in the 1973 edition of *Tennis for Travelers.*

It is an international guide of tennis courts available to travelers, listing locations, phone numbers, resident professionals and rates. The book lists over 5000 court locations in more than 2800 cities.

The book is available for $5 through Richards Industries, Inc., 407 Blade Street, Cincinnati, OH 45216.

### United Aids "Higher" Education

The modern jetliner may never replace the yellow school bus as a means of transporting students to the classroom, but United will take a step in that direction this fall when it begins a series of charter tours for students to Washington, D.C. The once-a-week tours to the nation's capital will begin October 2, and continue through March 26, 1974, operating from any of 42 cities in the East, Midwest, Southeast and as far west as Dallas and Oklahoma City. The tours, available to any elementary, junior high or high school within two-and-one-half hours flying time of Washington, range from a low of $44 from New York to $110 from Dallas (round trip per person based on full occupancy of a 96-seat aircraft). A mandatory ground package at $4.05 per person includes a nine-hour sightseeing tour of Washington and surrounding area with stops at the Capitol, Supreme Court, Library of Congress, the White House, Smithsonian Institution, Lincoln Memorial and other points of interest. For further information, contact any United sales office.

### New York Jazz Museum Presents Benny Goodman Fest

The New York Jazz Museum in conjunction with the New York Junior League will be featuring a Benny Goodman exhibit in mid-November. It will be a collection representative of the life and career of the legendary jazz great.

The exhibit will consist of rare photographs, films, original artwork, posters, memorabilia, etc., and audio material contributed by jazz enthusiasts throughout the world.

The Jazz Museum is devoted entirely to jazz, a true American art form. It is unique in its efforts to provide jazz to all segments of society.

For additional information contact the New York Jazz Museum, 125 West 55th Street, New York, NY 10019 or phone (212) 765-2150.

### United Continues Red Carpet Openings

United's newest Red Carpet Room will open at Portland International Airport in Portland, Oregon, this month. The cheery, spacious lounge will offer plenty of room to relax, TV and stereo, two conference rooms and a stand-up bar/lounge. It will be located about midpoint on Concourse K, and will be the only facility of its kind in the Portland terminal. United's 17 Red Carpet Rooms are available to those who join the Red Carpet Club. Dues are $25 annually or $250 lifetime. A Red Carpet Room receptionist will accept dues or more information can be obtained through Red Carpet Club, United Air Lines, P.O. Box 66100, Chicago, IL 60666.




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# Air Travel Facts

## For your safety...

In choppy air and during takeoff and landing, your captain will turn on the "Fasten Seat Belts" sign. Many travelers keep their belts fastened all the time so they may sleep, read or otherwise relax without interruption.

☐ Regulations* prohibit anyone but crew members and authorized United employees from entering the cockpit during flight. If you are interested in seeing the cockpit, a crew member may be able to show it to you after your flight reaches its destination. Regulations* also prohibit operation of all electronic devices other than portable voice recorders (dictation equipment), portable electronic calculators, hearing aids, heart pacemakers, watches and electric shavers aboard the airplane in flight. Other electronic devices (including AM and FM broadcast receivers) may interfere with navigation and communication systems.

☐ Lighters with clear plastic reservoirs should not be used nor should any lighter be refilled in flight as a large burst of flame may result. Restricted articles such as acids, matches, lighter fluid and other hazardous items should not be packed in checked baggage.

## For your comfort...

Everything possible will be done to make children comfortable aloft. Ask your stewardess to warm baby's formula, or ask her for pillow and blanket or anything you need from the plane's Baby Kit – powder, disposable diapers, bowl, spoon and baby food. Routine flight duties take up most of the stewardess' time, so she will be unable to tend and feed your baby.

☐ Headache and upset stomach remedies and other useful items are available on all flights.

☐ Prolonged sitting can retard blood flow in the veins of the legs because muscle contraction (which acts like a booster pump and forces the blood to move along) is greatly restricted. If you can't move about the cabin, try a few simple exercises, such as voluntary tightening up the calf muscles, forcefully pressing the feet against the floor, pointing and lifting the toes, rotating the foot at the ankle, etc.

☐ Most in-flight meals are prepared in United's own flight kitchens. If, for reasons of religion or health, you cannot eat certain foods, special meals can in many cases be prepared for you. Please notify your nearest United office at least 24 hours before your flight departs. Cocktails and similar beverages are available on most meal flights. (Regulations* provide that no person may drink alcoholic beverages aboard airline flights unless he has been served by the airline, and no airline may serve such beverages to any person who appears to be intoxicated.) United doesn't permit stewardesses to serve from a passenger's own supply.

## For your convenience...

United honors credit cards from Universal Air Travel Plan, American Express, Western International Hotels, BankAmericard, Master Charge/Interbank, Carte Blanche, Diners Club and Chargex for charging your ticket. United's Travel Card is free and good for air travel almost anywhere in the world and for lodging at most Western International Hotels in the United States and Canada. Applications may be obtained from your flight attendant, United offices, travel agents or may be found on the inside of your ticket wallet.

☐ Upon payment of a one-time $3 registration fee, anyone between the ages of 12 through 21 may obtain a United Air Lines 12-21 Club identification card which entitles him to purchase confirmed or standby youth fare travel tickets. Reserved space tickets are 83 percent and standby tickets 78 percent of the regular tourist fare. Twenty-eight other air carriers and 3000 hotels also offer reduced rates to United's 12-21 Club members.Applications and free 12-21 Club Youth Directories can be obtained at any United office or by writing to United Air Lines, P.O. Box 3287, Burbank, California 91504.

☐ Please pick up your ticket within the time limit set by the reservations or travel agent. For better service, United flights are usually available for boarding 10 to 30 minutes before departure time. You may be eligible for denied boarding compensation if all of the following three conditions exist: (1) there isn't room for you on the flight for which you have a confirmed reservation, and (2) the flight departs without you, and (3) we are unable to arrange alternate transportation to arrive within two hours of your original schedule. Subject to certain exceptions prescribed in the tariff on file, the compensation will be from $25 to $200, depending upon the ticket coupon value.

☐ As a special service, United accepts large-sized parcels and other excess baggage at airport ticket counters for transportation on the same plane the passenger is taking. Ask for PRAF (Passenger Reserved Air Freight) service, pay the baggage rate and claim the package in the baggage claim area at your destination. United also offers SPD (Small Package Dispatch). It's a faster, guaranteed airport-to-airport service for packages not exceeding 90 inches total dimension (length, width and height) and 50 pounds in weight. Rates are reasonable. Acceptance and delivery are made at United's baggage acceptance and claim areas in passenger terminals.

☐ United has specially trained passenger agents assigned to the international arrival areas at New York's John F. Kennedy, Chicago's O'Hare, San Francisco and Los Angeles International Airports. These agents work closely with the international carriers and are available to assist the overseas traveler in arranging the domestic portions of this trip.

☐ You can fly all the way to many destinations by using the 15 local service airlines whose flights connect with United's. At New York-Newark, San Francisco-Oakland, Seattle-Tacoma, and Washington, regularly scheduled helicopter/STOL airlines make possible fast transportation between airports and downtown and suburban areas. Fares in some cases are comparable with cab rates. Connecting reservations may be made at any United Air Lines office. Air taxi and commuter air carrier services also operate between many main line airports and off-line destinations.

☐ Do you have your name and address inside and outside your checked bags? Internal stick-on tags are available at most United offices. Also, a distinctive tag on the outside may prevent look-alike bags from becoming victims of mistaken identity. Don't forget, too, to lock your luggage to prevent accidental opening of latches. Regulations* provide that you may carry aboard articles that will fit under the seat in front of you or in enclosed overhead racks on some aircraft. Space is limited to a maximum of 9"x13"x23" Lest you forget, make a thorough check for elusive handbags, hat boxes, etc., before deplaning. If an article is overlooked, inquire at any United office, or write United Air Lines, Lost and Found Dept., P.O. Box 66100, Chicago, Illinois 60666.

☐ United's "partners in travel," Western International Hotels, report that one of the items most frequently left in hotel room is airline tickets. Make sure you have yours when you check out.

## Miscellanea...

☐ United's Flight Training Center in Denver is open to public tours Monday through Friday, except holidays. Arrangements can be made for tours by calling (303) 398-4233, 24 hours in advance. Length of the tour is 45 minutes to one hour. Group sizes are limited to 60.

☐ Tours of United's San Francisco Maintenance Base are conducted Monday through Friday, except holidays, at 1 p.m. Advance arrangements are not necessary. Special tours are available on request by calling (415) 876-4254.

☐ We invite your comments on any aspect of your United trip. Please write to Edward E. Carlson, President, P.O. Box 66100, Chicago, Illinois 60666. Be sure to include details such as date, flight number, class of service and cities involved.

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Chicago Downtown .....922-1070
Chicago Downtown .....528-7076
Oak Park Downtown .....383-3520

**INDIANA**
South Bend Airport .....234-0105

**IOWA**
Sioux City Airport .....258-3586

**LOUISIANA**
New Orleans Airport .....721-6288
New Orleans Downtown ...522-6930

**KANSAS**
Wichita Airport .....943-2107

**MARYLAND**
Baltimore Downtown .....385-0400

**MASSACHUSETTS**
Boston (To Open) .....

**MICHIGAN**
Detroit Airport .....946-5150

**MINNESOTA**
Minn./St. Paul Airport ....861-2232

**MISSISSIPPI**
Gulfport/Biloxi Airport ....863-4731

**MISSOURI**
St. Louis Airport .....426-6613
Belton/Independence .....331-7077
Kansas City Downtown ...842-0188
St. Louis Downtown .....421-1111

**NEBRASKA**
Omaha Airport .....347-5590

**NEVADA**
Las Vegas Airport .....739-8408
Reno Airport .....329-2515

**NEW YORK**
LaGuardia Airport .....779-5600
Rochester Airport .....235-0772

**NORTH CAROLINA**
Charlotte Airport .....394-6116
Greensboro Airport .....668-2746

**OHIO**
Akron/Canton Airport .....494-4714
Cleveland Airport .....267-3133
Columbus Airport .....236-8282
Cuyahoga County Airport ..261-5909
Dayton Airport .....890-5766
Cleveland Downtown .....781-3300

**OKLAHOMA**
Oklahoma City Airport ....681-0711

**OREGON**
Portland Airport .....288-5793
Portland Downtown .....221-0294

**PENNSYLVANIA**
Pittsburgh Airport .....262-1300
Penn Hills/Monroeville ...731-3200
Pittsburgh Downtown ....922-6858

**TENNESSEE**
Memphis Airport .....332-5386
Nashville Airport .....254-5877

**TEXAS**
Dallas Airport .....357-8422
El Paso Airport .....778-9501
Houston Airport .....449-0161
Houston "Hobby" Airport ..645-3338
San Antonio Airport .....341-1424
Dallas Downtown .....742-3841
Houston Downtown .....521-0231

**UTAH**
Salt Lake City Airport ....521-8575
Salt Lake City Downtown ..521-2590

**VIRGINIA**
Springfield Downtown ....451-5118

**WASHINGTON**
Seattle/Tacoma Airport ...246-5400
Seattle Downtown .....682-1316

**WASHINGTON, D.C.**
Arlington, Va. National
Airport .....979-4200

**CANADA**
Toronto Airport .....678-0400
Vancouver Downtown .....687-5604
Victoria Downtown .....386-3488

**PUERTO RICO**
San Juan Airport .....791-0616

**HAITI**
Port-Au-Prince Airport .....2-0226
Port-Au-Prince Downtown ...2-0343
Port-Au-Prince Downtown ...2-3150

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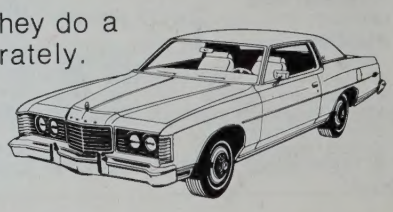



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